

SPECIAL ISSUE: THE LEADERSHIP FORUM

# Maclean's

Canada's Weekly Newsmagazine

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Jennings

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journeys—and chart a distinctive  
route to excellence

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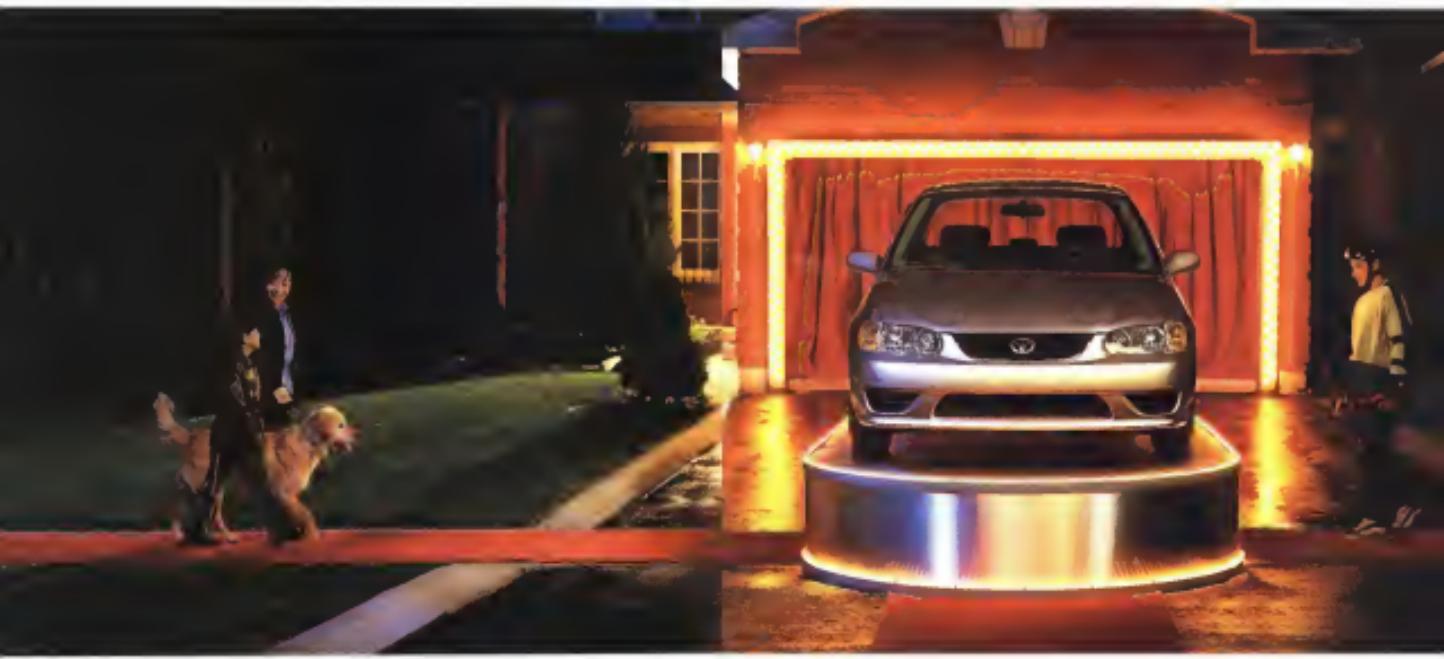
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# This Week

Maclean's

Canada's Weekly Newsmagazine

July 1, 2000 Vol. 110 No. 27



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A celebrity version of the hit television show *Summer*

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Photo credit: AP/Wide World News

Attention fans of the *Star Trek* science-fiction series: for the 20th anniversary edition of *Star Trek: The Next Generation*, the cast and crew have come together to write a new book of essays. The book, *Star Trek: The Next Generation: The Official Companion*, will be published in September. It features 120 pages of new material, including interviews with the stars and crew members, and a foreword by Star Trek creator Gene Roddenberry. The book is available at bookstores across North America.

Cover

## 22 Great Canadians

Maclean's invited seven outstanding Canadians to discuss the secrets of their success and reflect on the essence of leadership. The special Leadership Forum became a spirited roundtable discussion which pointed to a distinctive Canadian style and underlined the group's confidence in our future.

## Features

Business/Special Report

### 60 Losing control

Edgar Bronfman Jr.'s sale of Seagram dramatized a trend that has business leaders worried: the erosion of Canadian corporate power due to takeovers and head-office moves



### 46 A time of reckoning

Stedfast Dan is among those in the first round of the Canadian Alliance leadership race leaving Prime Minister Martin's political future on the line



### 50 Above and beyond

Gov. Gen. Adrienne Clarkson this week honored 38 Canadians, including Montreal's Subrina Viard, with Decorations for Bravery for risking their lives for others

# Editor

## A Canadian tradition of leadership

The theme of this week's July 1 special issue is Canadian leadership—how to define it, where to find it, how to nurture it. It turns out that leadership is alive and well throughout the country—if not always in our political institutions. The Canada section profiles some of the winners of this week's Governor General's Awards for bravery, which put the spotlight on the life-saving heroes of Canadians from all walks of life. In the World section, Dr. James Pepler, who mentors many of us at Maclean's, casts an essay on extraordinary Canadians who are moving forces in Melville's frontiers, the worldwide group of concerned doctors without borders who last year won the Nobel Peace Prize.

The centerpiece is a special Maclean's Leadership Forum and accompanying profiles of seven distinguished participants. Chief Justice Beverley McLachlin of the Supreme Court of Canada, Raymond Clouston, Canadian ambassador to Washington, Olympic champion Marie McLean, journalist Peter Jennings, Calgary high-tech pioneer Hanns Zaghoul, TV impresario Devine Dorion, and leading-edge scientist De Ters Huchon visited the participants at their home bases before they joined in the discussion. Sheppard not only planned the Leadership Forum but he wrote profiles of six of the attendees (Editor at Large Anthony Wilson-Smith interviewed long-time acquaintance Jennings



*Photo: Robyn Beck (bottom left), Michael Devine, Beverley McLachlin in video-conference room, Sheppard (left) is uncredited*



visited the participants at their home bases before they joined in the discussion. Sheppard not only planned the Leadership Forum but he wrote profiles of six of the attendees (Editor at Large Anthony Wilson-Smith interviewed long-time acquaintance Jennings



*Right: IMA (center), Sheppard, uncredited*

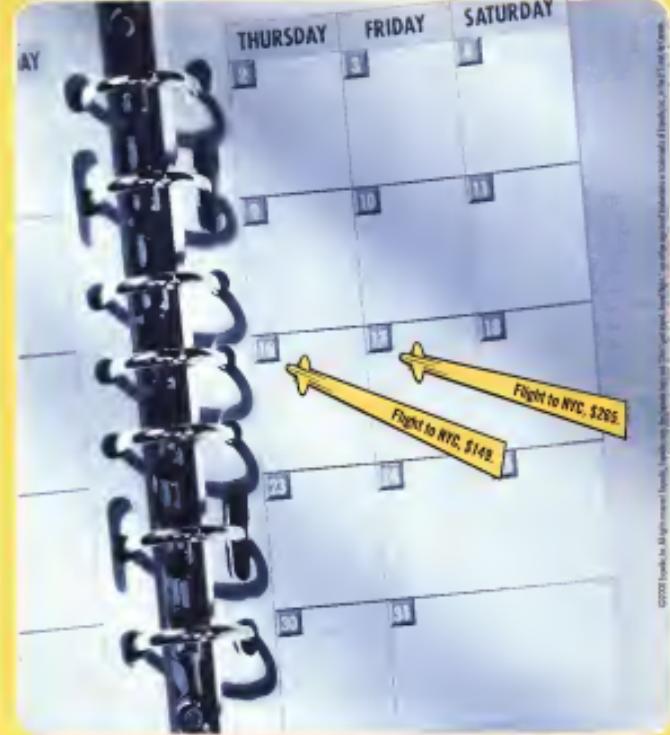
in Maclean's). "They are unique, engaging people who took a lot of time off from their busy schedules to help us with this project," says Sheppard. "I was inspired by the things they had in common and, in the end, I think most of them were, too."

Michael Benedick, editorial director for new ventures, oversaw the logistics and edited the cover package, which was designed by Art Director Nick Barratt, with photos by Photo Editor Peter Bragg.

The exploits of the seven are part of a stirring tradition of leadership in Canada that can be traced to our founding fathers. In just July 1 issues, Maclean's has celebrated the accomplishments of prime ministers and leading figures from the arts, business, science and other areas. (Maclean's, which this fall marks its 95th year—and our 25th as a newspaper)—has always provided a window on Canadian invention and leadership. In fields as diverse as satellite technology and fiction, scientific research and rowing, transportation and opera, we have taken our place on the world stage. Before Confederation, Dr. Abraham Gesner of Halifax literally shed new light on the world with his discovery of kerosene. Within our own corporate family, last week marked the 100th anniversary of the birth of Edward S. Rogers Sr., whose genius led to the world's first batteryless radio that people could plug into a light socket. Joseph-Armand Bombardier's invention of a propeller-driven sled became the basis for today's charting multinational jet and snowmobile stakes. In the mid-1970s, the little-known researcher Kenneth Hill patented a couple dozen that paved the way for the fibre-optics revolution. But the wonders of intergrown genetics, such as the plant rollers, the uppers, Paliurus, the green garbage bags, even insulin, pale in comparison to the larger mind of a young, small nation that has flourished seat door to the colossus of the globe for 133 years. Happy birthday to us.

*Robert Lewis*

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on From the Editor



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Six Feet Under - 10 Wed Jul 5 20:00  
China buys a mail-order bride.

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WHAT WILL YOU DO?



**Editorial Update****Attention  
Book Lovers**

This summer, relax and let the most difficult decision you make be what book to bring to the beach—a decision made a whole lot easier with Maclean's Summer Books Section, a special feature in the July 17 issue, on newsstands July 10. Maclean's editors survey the best of new Canadian and international hard covers, selecting the most promising examples of literary fiction, popular novels and thrilling whodunits. Maclean's readers, especially vacationing kids and their parents, will be treated to a special report on the latest instalments of J. K. Rowling's phenomenally popular Harry Potter series, as well as other entertainment suggestions to help white away those hot summer days.

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# Overture

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Edited by Anthony Wilson-Smith  
with Shonda Doss

## Traders, NHL-style

### The grapevine, online

The NHL season is finally over—but on the Internet, hockey talk continues. “The playoffs were kinda boring,” says Brady Bjorson. “Now things get interesting, as we move into trading season.” Brandon and Cory Harrover, both 14-year-old Winnipeggers, started [Buckfarm.com](#) last summer—focusing on NHL rumours—because, Bjorson says, “we were sick of cutting lawn.” They thought of the idea on a golf course. Harrover then slept over at Bjorson’s so they could research the Net. They chose sports as their subject because, for one thing, most rumour-mongering takes place in summer when school is out. They first reported rumours found in newspapers within a month; they were listed on Yahoo! That led to advertisers, and enough money to hire a writer. Traffic soon



Bjorson (left), Harrover: the couple whose reads, etc., make them hot

jumped from 2,100 to 14,000 hits a month. Now, they have eight paid writers as well as 27 volunteers. With companies such as ESPN advertising the pair say their grass-cutting days are gone. If one more proficient ring true, maybe Eric Lindros will retire—and then come on board as a source.

## Over and Under Achievers

### Voters: take the Long way home

**Kim Jong Il:** A fashion fitter? The Dennis-monde of a Winnipeg dog? Tiger burning bright? And rock on, North Americans?

**Kim Jong Il:** Good news for world peace, bad news for fashionistas—South Koreans so happy over peace initiatives from leader of North Korea, they’re buying some styles of ugly-plug sunglasses and workers’ uniforms.

**Edgar Bronfman Jr.:** Sale of Seagram means lots more money—but Mr. Sam would never have settled for being No. 2.



Kim, cool

• **The Maple Leaf Forever:** Well, as every July 1, just so long as we don’t distract the neighbours—party onosis, Canada!

• **Tony Long:** Would you buy a used vote from this man?

• **Gentil the Dog:** An inspirational role model for men. The 8.5-kg poodle mika 30 lbs over five days from kennel back to Winnipeg home—and never aeti for directions.

• **Tiger Woods:** The question this day is whether—not when—he’ll ever lose a golf tournament again.

• **The Stars and Stripes:** Be it loud and proud as you want on July 4—your northern neighbour and pals will know.

## How nice are your neighbours?

If you want to live in the friendliest areas of Canada, there are a few criteria that can impress the odds. Be in a family with children, have a single detached home and reside in a rural area, especially Newfoundland. Those are findings from a large Statistics Canada survey that asked nearly 70,000 adults how close they are to their neighbours.

Percentage of adult population who talked with a neighbour at least once a week



Source: Statistics Canada

## Cartoon Capers

### A gnome wasn’t built in a day

Chris Laws and Madiek Szczerbowski are two talented animators with no dreams of being snatched up by Disney and shipped off to Los Angeles. From their studio in downtown Toronto, Szczerbowski says, “We just want to move back to Montreal and work for the government.” They mean the National Film Board of Canada, long known for its Oscar-winning animations. The pair call themselves Clyde Henry, and they have an eclectic portfolio that includes, among others, a bizarrely animal and somewhat randy cartoon strip in Canadian urban magazine Vice; animated music for Space: The Interceptor Station; an animation for MuchMusic’s Guy Prolé patate float; a cover of Cleop magazine, which is geared to two- to ten-year-olds; and a joke—secret blueprints for the deployment of nuclear defence.

More of their work involves creating three-dimensional macrocosms, art and prose from scratch, using



Clyde Henry's gnomes enjoy their cameras

anything they find that often includes other people’s garbage, discarded toys, plastic doll parts and toys. Recently, they built a rocket for one of their Space projects with a funnel, toilet-brush holder, mini beer keg, top of a cranberry juice jug, lamp frame, Ping-Pong balls and two glue container tops.

For their latest comic strip, they made garden gnomes and took them to the woods to act out scenes. “We got tired of our old strip for Vice, which catered to 10-year-old boys,” says Laws. “In this one, the gnomes are extremely sexist, hang out in the woods making explicit and talking about Miss Ophelia from ‘Lawn and Szczerbowski are also storyboarding an animated short that they hope the NFB will fund that way they can flee ... to Montreal.”

## Bank on Whom?

The search for a replacement for Bank of Canada governor **Gerard Thissen** is now focusing on two main candidates: the bank’s senior deputy governor, **Malcolm Knight**, and Royal Bank chief economist **John McCallum**. Observers believe Thissen favors the selection of Knight, a 56-year-old ex-minister who joined the bank in May 1999, after 24 years as the International Monetary Fund. In his first few months on the job, Knight appeared



Thissen: “set for year”

to be a cinch to succeed Thissen. But Finance Minister **Paul Martin** may now opt for an outside candidate to formulate monetary policy—if only because Knight has not impressed other political central bank officials. “This has not been Malaboma year,” said a bank insider. Martin also respects—and likes—McCallum, who likely has more support on Bay Street.

Mary Jengus

## Unfriendly Skies

### ‘Your plane is . . . taxiing’

By the time he got to Ottawa airport one winter Saturday night, Michael Marolda, chairman of the polling firm Pollara Inc., had already subsidized a survey on passenger dissatisfaction with Air Canada. The Liberal pollster was small; he had just undertaken a dry-lying strategy meeting of the party’s national election campaign committee. So he was surprised to hear his flight had been cancelled due to mechanical failure. Although Air Canada has officially swallowed its rival, Canadian Airlines International Ltd., Marolda’s flight was handled by the Canadian carrier. The pollster asked, in vain, about marine Air Canada flights or chartered

Under pressure from stranded passengers, including a couple who were supposed to catch an early flight from Toronto to Las Vegas to be married, Canadian Airlines staff produced one final mom. Marolda found a cab—arriving home 11 hours after he left for the airport. Ironically, he had just completed a survey that showed that 54 per cent of 1,000 respondents—including almost two-thirds of frequent flyers—said American carriers to have worse to domestic routes. “I was surprised,” says Marolda.

“Then, after my experience, I realized flyers have to keep using people who think shme— and never say they’re sorry.” Canadian Airlines spokesman **Dean Bowen** said the Fokker F-28 jet was grounded because of “an incident with a tire” near the day before—and the flight was canceled eight hours later. “The only people who would have showed up at the airport,” he added, “would have been people that we didn’t have a contract number for.” Too bad for them.

M.J.

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## Overture

### PASSAGES

**Died:** Ted Rogers, 67, president and CEO of Rogers Communications Inc. (which owns *America's*) and his wife, Loretta, communicated what would have been the 100th birthday of Rogers' father by giving gifts of \$25 million to the University of Toronto and \$10 million to Ryerson Polytechnic University, plus \$2.5 million to the treatment of eating disorders and \$1.5 million in vascular research at the Mayo Clinic. At U of T, the money will, among other things, double enrollment and provide scholarships in the electrical and computer engineering department. Rogers will establish Canada's first graduate school in communications, named after Edward S. Rogers Sr., who invented the first batteryless radio tube (popularizing the use of household radio), started the world's first all-electric radio station and was granted the first television licence in Canada. He died of an internal hemorrhage at age 36 when Ted, his only son, was a year old.



**Died:** Former University of Toronto and Carleton University president Claude Bassel, 81, was one of 10 children. He rose from modest origins to earn a PhD at Cornell University, and then to a series of high-profile jobs, also including chairman of the Canada Council. His now-volume, 1981 biography of Viscount Massey, the first Canadian governor general, won acclaim. Bassel, who served as president of UofT for 13 years, until 1971, died in a Toronto hospital.

**Died:** American actress Nancy Marchand is best known for her role as Mrs. Pythpon, the garrulous newspaper publisher on *L.A. Grit*, for which she won four consecutive Emmys. Most recently, on the critically acclaimed HBO series *The Sopranos*, Marchand played vindictive Mafia matriarch Livia Soprano, who ordered a hit on her own son after he gathered in a nursing home. Marchand, whose illness was incorporated into the script of the show, died of lung cancer at her home in Stratford, Conn., a day before her 72nd birthday.

**Awarded:** Veteran broadcaster Mark Steeves received the lifetime achievement award of the Canadian Journalism Foundation for his work at the CBC. Before taking his current position as head of television documentaries, Steeves founded the CBC Radio show *At It Happens* and *Sunday Morning*, co-created CBC-TV's *The Journal* and served as producer for its full 11-year run. The foundation also honoured the Ontario Gazette with an Excellence in Journalism Award, recognizing the paper's relaunch in 1997, which included a greater focus on national and international affairs.

**Died:** Former Japanese prime minister Noboru Takeshita, 76, was forced out of office in 1989 after only two years, due to a smoke-for-favour scandal. A powerful member of the country's ruling Liberal Democratic party, Takeshita attempted to lead Japan from behind the scenes—handpicking successors and directing their policies. After a lengthy illness, Takeshita died in a Tokyo hospital of respiratory failure.

**Died:** Montreal clothing designer Leo Chedzoy, 65, was the first in his profession to receive the Order of Canada. Chedzoy had his own couture shop, a collection backed by Brooks Industries and a Montreal Centre extension. He died after a battle with Alzheimer's disease.



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Over to You

Beverly Young



## Proud of my protester son

**M**y 22-year-old son has been part of several front-page stories recently. Last month, he went to Windsor, Ont., to demonstrate in front of a meeting of delegates from the Organization of American States. I knew he was going, but I imagined a kind of backdoor participation. The heading the next day in one paper—“Assault and pepper”—caught my eye. I looked closer—the worn-out Doc Martens, the black jeans with the ripped left knee. “That’s Geoffrey,” I thought. “It can’t be!” I looked even closer—the tan colouring, spiky hair, the gas mask. It was Geoffrey. Another can emerge what I felt now. The pounding heart. The fear in my belly. The not knowing: Was he OK? Did he get hurt? Didn’t he get arrested?

As things turned out, he didn’t get charged. He was held for a few hours, and then released infinitely unmarked but wise in the ways of a protest—bruised from being forced to the ground and kicked in the stomach, and hoarse from pepper spray. The following week, I imagined he would be at the Ontario Coalition Against Poverty protest at Queen’s Park, and he was. This time, with the wisdom of that previous experience, he stayed further back from the front lines—a fringe participant in a protest with a much different flavor, observing the violence and fostering benevolence on both sides.

Nothing really bad happened in our little home town of Burlington. We have few homeless people and little crime. It’s been easier to ignore things that are unpleasant in the world than it has been to really think about the terrible things that go on places I have only heard about.

Geoffrey’s priorities are hugely different. He doesn’t care if he has a nice house and comfortable home. He wants to be wherever he lands. His income is sporadic and comes from selling furniture online

about what he is passionate about. His life seems a hodgepodge of righteous indignation over homelessness in Toronto, labour and human rights issues, free trade and so on, plus helping to solve whatever issues his friends may have. He’s a compassionate person—he’ll give his last dollar to a friend who needs money, then not have enough for food himself. He is not a violent drug user or irresponsible second-class member of this society. In Windsor, he didn’t run the police, and he wasn’t violent. Yet his gas mask was yanked off and he was pepper-sprayed from about six inches with no warning. He was handcuffed and locked in a cage with 40 other young protesters.

We attended a family funeral shortly after those events. Geoffrey mentioned the Windsor OAS meeting to relatives. “What does that have to do with you and why would you wanna do that?” were the unspoken questions as they leaned politely, then moved on to more important issues like flowers for the funeral or where to have lunch the next day.

**O**ur young people have things to say about the world they will inherit. I’m proud of my son. I tried to instill in him the ability to think for himself, to question things. He has become an independent adult with the passion to believe he can make a difference. Your children, too, have opinions and ideas that could change the world. It’s time we listened.

Why am I writing this? To try to make Canadians realize what a truly authentic bunch we have become—and ask if this is really what we want our country to be. Something is amiss in our society and our government: do we care?

*Financial planner Beverly Young has two children. Email submissions may be sent to [oyenstar@msn.com](mailto:oyenstar@msn.com) or faxed to (416) 596-7738. We cannot respond to all queries.*



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Anthony Wilson-Smith

## A Canadian state of mind

Now, as July 1 approaches, several stories. In the summer of 1990, the small community of Canadians living in Moscow said to witness a cannibal turning right. Each day at about 9 a.m., a line would start forming just outside the Canadian Embassy downtown. The people included everyone from retirees to middle-aged doctors and scientists to university students, trying to look unsmarred in plastic running shoes and polyester jeans. By the time the visa section started receiving applicants at 10 a.m., there were more than a hundred people waiting. They waited hours more for the chance to pick up documents to fill out, so they could return a second time to apply for the right to emigrate to Canada. The odds of success were slim—but as one university professor said, in fluent English: "I'll wish you luck if they'll take me." Back home, the debate over the Meech Lake constitutional accord was raging. Those Russians wanted a home where you could have three squares daily and free speech—the fact their hoped-for paradise might implode over whether Quebec is formally a "distinct society" seemed of secondary importance. Gogol wouldn't have minded.

Then, there's the Canadianism of Ben Chan. Watch the smooth 36-year-old Chin as he anchors CBC television news these days, and you'd never guess that, 30 years ago, he arrived in Ottawa, the son of South Korean immigrants, without a word of English. Within three months, he understood enough to have about a dozen friends to his birthday party. He also began a love affair with hockey—and Canada. He watched Paul Henderson's goal in the 1972 Canada-Soviet series and admired, he says, the fact that Henderson and other Canadians "never multi-tasked," did those beautiful achievements on-one, and then did undertake things like "Wow, I did it for the team." There was also a shy neighbour who often offered up homemade treats; they leaned later—not from him—that he was a decorated war hero. These things, Ben said, formed my image of Canada as a quiet, generous place. "The Chan family moved to Germany, Korea and the United States, but Ben never stopped thinking of himself as Canadian. He did fall into disfavour with the Korean government of the day but wrangled a fellowship working at an institute in Washington, so, his wife and Ben moved there. The older Chan children had stayed in Canada to study. But instead of everyone returning to Washington, the Chans—father, mother and Ben—moved here.

These days, the immigration debate in Canada is almost hopelessly submerged beneath preconceptions, facile assertions, ill-will and name-calling between those who would raise or lower the number of newcomers. It's undeniably true that some people who come from other countries do a lit-

gily, drain taxpayer-paid resources, or see Canada as a safe parking place against upheaval in their "real" home where they spend most of their time and money. But it's also true that people whose families have been in Canada for generations cheat on their taxes, or earn expensive, taxpayer-subsidized university degrees in doctors or lawyers—and at once head south of the border, from which point they critique the tax system that helped pay for their training.

It's crazy and often wrong to generalize about people. But so long as we insist on doing so, myth has it that anecdotal evidence suggests that people who come to Canada from elsewhere are preoccupied far more than most those of us who were born here. Those who emigrate do so, for economic or political reasons, or both. When they come to a place where they can meet their material needs and say what they want when they want without fear, they're often profoundly grateful. Homegrown Canadians have never faced that sort of pressure, so we take what we have for granted—or negotiate the severity of our problems. A while back, a protest on a sovereignist-controlled federal Liberal's so-called clarity bill to end in Serbia, with a genocide, while some federalists liken Quebec language policies to fascism. Neither would say that they'd lived through the real thing. An old friend whose a frequent TV talking head and former foreign correspondent was interviewed a few weeks ago by a CBC reporter asked whether the recent Queen's Park anti-poverty demonstration was the worst he'd ever seen. Actually, he'd worked in places where crowds are cleared by flying machine-guns—but the host clearly didn't press for an answer, so my friend stayed silent.

**Multimedia guru** Moses Znaimer—himself born in Tel Aviv—says people focus too much on generational differences, its attitudes. Moses figures, this comes of divides more than age or ethnicity. In 1995, Japanese business guru Kenichi Ohmae wrote a book called *The End of the Nation State*. Government, he said, don't matter because they no longer control such levers as the flow of investment, information and capital. It's also true that the concept of relatively homogeneous societies is all but dead in many Western countries. But talk to a Canadian living in the United States, or vice versa, and they groan at length about differences between countries that have nothing to do with government. The nation-state no longer has the power it did—but what will matter is the state of mind. As Canada has become more diverse, we've had to reflect more on what we stand for.

That's what struck the Chan family, who could have settled almost anywhere—but felt at home here. Have a particularly lousy Canada Day, Ben—and all you Canadians who lose this place, regardless of where you were born.

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# GREAT CANADIANS

IT BEGAN WITH THE REVOLUTIONARY THOUGHT that amid the doom and gloom, we have accomplished great things as a nation. In such fields as science, communications, medicine and commerce, our citizens stride the world stage. Our performers, writers and athletes compete with the best around the globe. In transportation and technology, we are leaders. Our largely civil society is firmly rooted in tradition and a body of law that is the envy of the world.

To explore the nature of Canadian leadership we convened a special Leadership Forum of people at the top of their fields. The next 22 pages contain profiles of the seven eminent participants and an edited transcript of their discussion on June 7. A clear definition of Canadian leadership emerges from the package, along with a road map of how it can be pursued. This week, as we celebrate our 133rd birthday, the first of the new century, we can do it with pride.

Robert Lewis, *Editor-in-chief*

By Robert Sheppard

**F**irst with the head, then with the heart, first with the head, then with the heart. The mantra comes from a novel about a small-but-his-size English bow in South Africa learning to bow. But Olympic rower Manitoba McBean has adopted it for herself and you can almost hear her bow out the rhythm of the refrain as her shiny graphite gun grabs at the water. The first cut is called the catch, then comes the release, and in between are the years—in McBean's case almost half a lifetime—of practice and commitment. That life of countless early morning hours on wind-swept lakes, of trying to bend her own sometimes too-aggressive style (and fears of failure) with that of a team mate, of fighting through the head-butting pain and flashes of doubt that make up a typical working day.

What drives a Manitoba McBean? What drives other achievers, not just athletes, but diplomats, judges, entrepreneurs

scientists? Over the past two months, *Maclean's* interviewed and, in the end, brought together seven prominent Canadians in an attempt to figure out what makes them tick. In the process, they produced a vision of Canadian leadership where pride is clear-eyed, the mentality where the sometimes derided "Canadian way" of consensus-seeking is finding increasing favour, not just at home, but internationally and in anti-thanking boardrooms, and where the old values of head-down modesty and hard work will face new challenges in the age of the Internet. The Maclean's Leadership Forum was an eye-opening experience, McBean said afterward. "I confirmed for myself that there is a foundation to achievement that is consistent regardless of your endeavour."

An individual, then, are a diverse lot—different generations, backgrounds, professions, outlooks. Consider Peter Jennings, the news anchor with ABC in New York City, the voice of the corporate, a little world-weary but still cagey in respect to the class of shared experiences. Haim Zagaloul,

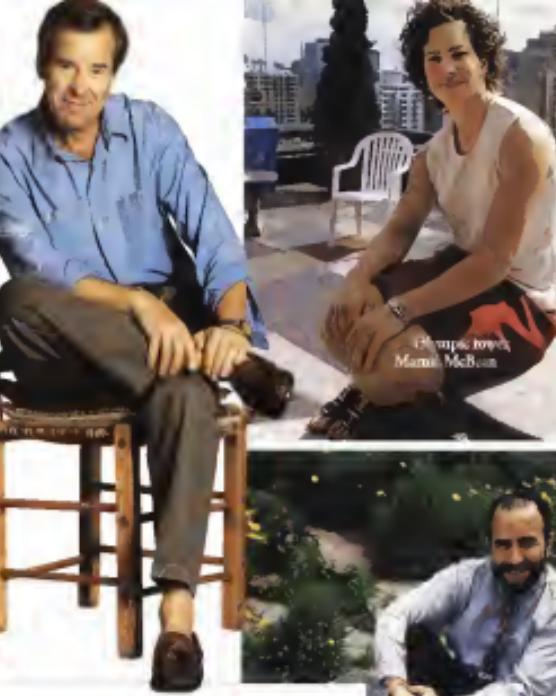
founder of high-tech Wi-LAN Inc. of Calgary, a stock market darling, embodying the energy of the new Canadians. Dr. Tom Hudson, who is helping invent the brain drain, a scientist who made his mark in the United States and is determined to do it again in his native Quebec; and Raymond Chêne, Canada's ambassador to Washington, part of that long chain-link of public service.

At first blurb, this group may not seem to have much in common. What it is that connects the chief justice of the Supreme Court of Canada, Beverley McLachlin, an elegant, cultured woman who reads philosophy in her spare time, with Denise Doolan, the rangy dynamo who spearheads the globe-girding MuchMusic empire and who some call the most powerful woman in Canadian rock 'n' roll. McLachlin, from the sprawl of small-town Alberta, graduated from law school in 1968, and jokes nuttily that she somehow missed the Sixties, "although I was aware that it was over there." Doolan, raised in suburban Scarborough, that most middle-of-Toronto neighbourhood, was 11 when the Stones raged, but went on to amaze every Marpoos folk, ferocious she could, "helicopters dashed in front of the stage in my neighborhood top and quiffed skirt," and consider herself a purveyor of "old hippie values."

Upon closer examination, however, both are, in their own ways, arbiters of evolving social mores and values—values, that both noted in the Leadership Forum, that have an increasing international ring. McLachlin, of course, does this formally as the head of the country's highest court. Doolan as the ultimate scion of rock veterans, trying to add socially redeeming context to the



Chief Justice  
Beverley McLachlin



News anchor  
Peter Jennings



High-tech pioneer  
Haim Zagaloul

tough-challenging world of pop culture. Look closer, and they are also prime examples of how leadership is exercised in a maladjusted environment: both see themselves as spans in a group exercise in which different voices are made welcome at the table. At the Supreme Court, "I couldn't tell the other judges what to think even if I wanted to," says McLachlin. "I am the first among equals and a very modest first at that."

Achievement alone was not the only reason for selecting people for the future. McLachlin is not just the first woman to lead the Supreme Court, achievement enough. She is also the first *chief* justice in living memory to defy being pigeonholed in any particular legal tradition. She comes to the court with the view that justice can evolve and that diversity must be reflected in the personalities and range of the judges themselves. In a similar vein, McLean is not just an Olympic athlete with three gold medals. She is also the *cameraman* team player, dallying away from the regatta, using her moments of fame to raise money for her less-well-off teammates and to speak out strongly for the betterment of her sport.

What is leadership in today's fast-paced world? Clearly it is evolving. The guru and business schools say the days of the old-style autocratic leader are past. Today's managers have to be smart, yes, and hardworking. They have to be ready to adapt—and a true Canadian learns well—they have to make creative use of authority. But they also have to be rich in what's called emotional intelligence: self-control, empathy, relationship-building and collaboration.

"When I make a judgment, when we as a court make a judgment," says McLachlin, "I like to think that the losing party should walk away saying, 'They learned as much as I had to say, they understood and they nevertheless still acted fairly.'" It is a similar credo at Wi-LAN Inc., in Calgary—*lose your customers, your opponents, your transcripts—on it is a winning shell.* Analysis, deliberation, empathy or the pace for performance. First with the head, then with the heart.

**It may be wrong to make us much of the similarities.** They do exist. As appears from the edited transcript of the Leadership Forum that follows, the two ingesting, binding those individuals is that they are all gurus, all curious about the world around them (page 26). And men, at least, are more than a little competitive—particularly when it comes to competing against themselves.

Olympic rowing is all about facing down the stern demands, particularly when the water gets—wind and waves—are far from predictable. What motivates a Marlin



Ambassador  
Raymond Chrétien

MuchMusic's  
Denise Dutton

Genetic mapper  
Tom Hudson



in official, and two doctors (including Raymond's father), amongst whom Raymond's five siblings are also professionals as are his two children—both lawyers and bilingual to boot, a result of an officer stint as ambassador to Mexico.

In there an alpha quality possessed by all members of this group of seven. Not really jealousy, the news anchor, is it in their need: Avuncular, confident, urbane, he credits his Canadianness, that slightly outside-the-family quality, for at least some of his success in the United States. Christie, too—a big strapping guy at six feet, three inches, whose charming, horn-rimmed mask is top-of-the-class rated—is also something of an alpha male. But most of the seven future participants are rather efficient, almost accidental leaders.

Hudson is the epitome of the mild-mannered professor. His talents are that he can see the big picture, and the traits that need to be assembled to move prospectively. He has an enthusiasm for discovery that is truly contagious. The same with Zaghloul, who plots chart to reveal who says he has so constantly teach himself to be successful. McLachlin and Dutton claim they were virtually never map by opportunity. "We've been so fortunate all my life," says McLachlin. "I wake up every morning and I say, 'How can I have been so fortunate?' It's a bit of a mystery to me."

Hamdy works an understated surface. But in a world buffeted by globalization and technological change, it may be just the ticket to the top. Christie says one of the highlights of his career was when the United Nations asked him in 1996 to be a special envoy to help negotiate \$500,000 Rwandans who had fled their war-torn homelands. It was a time when he had to go about cap in hand as a variety of African despots, seeking their help in trying to bridge the gap between the underdeveloped world and global entrepreneurs. For her part, McLachlin says, "You lead, I think, by working hard, by trying to set an example. But you also lead by trying to bring out the strengths of each of the particular judges, by trying to make each of them flourish."

Canadians think of their Supreme Court almost solely as their ultimate arbiter. But take another look: it is also a world leader in its own right. In increasing numbers, appeal courts in India, South Africa, the Caribbean, Australia, Ireland and parts of Europe are citing Canadian Supreme Court decisions in their own judgments. And why not? A

modern, fast-changing, multicultural society with both a cluster of entrenched rights and a common-law tradition, Canada is the perfect laboratory. Even Branson, the mother of English common law, is taking a look now that it has a European code of rights to deal with. Everyone is watching us except perhaps. McLachlin notes with a shrug, the United States?

At the Arvensis. As the forum discussion shows, Canadians, even supremely successful ones, will live in American shadow. "We are the tourists, we like to think, in American land." Or the Edipharos to us, in Gulliver. ("This is crazy," noted Zaghloul at one point. "Here we have seven people brought together to talk about Canada, and we're spending all this time talking about the United States!")

But there is a distinctly Canadian way—in science, in the sharing of information and networking that American scientists find rather bizarre and also so high tech when there are some built-in natural advantages—proportionately cheaper research costs—than Zaghloul notes. In sports and culture, McLean and Dutton understand intuitively the living-beside-the-elephant relationship. "It's a prime mismatch," says McLean. "Little bear big." Dutton says nothing bears him on more than juxtaposing the idea of spine up-and-coming Canadian and against a much older U.S. one—and feeling it take off, feeling that creativity and ganzheit are not bound by small markets or small dreams. Christie has spent 34 years in public life learning to maneuver around the Americans, often as an ally, sometimes as an opponent in league with either Edipharos or Gulliver. As for Zaghloul, in the eight years since he founded Wi-LAN on the back of an extremely bright—and paranoid—idea, he seems to have adopted this line along with his new Canadian citizenship. Wi-LAN is a next-generation wireless company that has developed the technique for transmitting large quantities of high-speed data—from computers, cell phones, fax machines, you name it—via specialized radio signals. Its devices are sold in more than 50 countries, but now it finds itself eyeball-to-eyeball with the King Kong of the Internet business: giant Cisco Systems Inc. Of late, too, Calif.'s Zaghloul's solution, earlier this year he mounted up with every other Internet technology company he could, and organised a series of conferences to establish industry-wide standards for wireless communications (which he hopes and expects will be his, selling to outflank the U.S. giant with an effort in cooperative consensus-building).

Very Canadian. "Of course it is," says Zaghloul, laughing. "But I am very Canadian." He plays it a self-deprecating way, but he also means it. That is his country now; he arrived in 1963 on a refugee ship and stayed on after falling in love and getting married, all within a matter of months. He has a devout Muslim who plays five times a day. He has two children, a boy and a girl, both play hockey. And he is determined to conquer the world of high tech from a modern industrial park in northeast Calgary. Very Canadian. It will be best big. He says this with the head, then with the heart. ■

Photo: David P. Lyle

For links

# The Canadian Way



Raymond Chretien



Marise McBean



Tim Hudson



Denise Denon



Peter Jennings



Beverley McLachlin



Hafiz Zaghbi

**O**n June 7, Chief Justice of the Supreme Court of Canada Beverley McLachlin, MuchMusic vice-president and general manager Denise Denon, Olympic gold-medal sewer Marise McBean and medical researcher Dr. Tim Hudson met each other for the first time around a small table in a Toronto boardroom. They came together at *Maclean's* invitation to discuss Canadian leadership and the

country's future in the 21st century. Joining them via videoconference that afternoon were Canadian ambassador to the United States Raymond Chretien in Washington, ABC news anchor Peter Jennings in New York City, and Wi-LAN Inc. founder Hafiz Zaghbi, who was attending a trade show in Atlanta. They spoke for nearly two hours in a session moderated by *Maclean's* Editor-in-Chief Robert Lewis. An edited transcript:

**Robert Lewis:** Bringing you all here may beg the question, *but let's ask it anyway: Is there such a thing as a Canadian style of leadership?*

**Raymond Chretien:** After living around the world for 20 years or so, I've been able to appreciate our style of leadership. Canada is a highly respected country. We're only 30 million people, but our voice is heard. We have played a leadership role in areas like peacekeeping, the cold war, many landmines. We are the avant garde on some huge environmental issues, really models for the rest of the world. I think our leadership is based upon what we are as a society. We have maintained our cohesion. We have maintained our capacity to build a resilient, caring society that is, in aspects of our human development. That is why we are highly regarded. And by the way, this is why we are very respected here in the United States.

**Beverley McLachlin:** I see running through our political spectrum, what we do through and running through our legal

systems, a real emphasis on trying to understand what would be right looking for the values that constitute doing the right thing. I think we can see that in our foreign policy record and we can certainly see it in the last few decades, in our legal record. The Canadian courts have become leaders in the world in developing legal structures that mandate human rights, that translate the doctrine of equality. We've put an emphasis on them, and I think I don't want to say that I say there are a lot of countries interested in how we've done it and what we're doing.

**Lewis Brooks:** *Our friends are American CEO at a conference and, as the discussion unfolded, he started trembling.*

*You Canadians are always trying to get your kind of consensus. Why don't you stop that and make some decisions? It's either a firm consensus, and a clear anything wrong with that? What's true?*

**Denise Denon:** Well, I think what is wrong is walking in with all guns blazing and trying to effect change. The consen-

## There is a confident Canadian style of leadership—and it is making a global impact

tus approach is sometimes, yes, difficult, yes, time-consuming. Maybe you end up with more compromises than you wanted at the beginning, but I endorse that way and I think it is representative of the way we as Canadians live.

**Peter Jennings:** Can I just add a sort of skepticism here, just a little bit? It is a answer to your first question—in there a Canadian style of leadership? I think Canadians like to think so. And everything I am hearing today seems to me emblematic of coming from a smaller nation living next door to such a powerful and often aggressive one. Our size and our place in the world has taught Canadians to appreciate the value of influence. Whereas Americans are used and have the benefit of exercising power all the time. So I think Canadian leadership, as we've already cited in peacekeeping operations, in international communism, in international situations, is reflected in the notion that we've had to make our way somewhat more slowly on the world stage than the United States has ever been obliged to do.

**Hafiz Zaghbi:** There is another angle to being so close to a great nation like the United States. We have to be reserved in our decisions. We have to be...not in a political way—a bit conservative. For the younger of us and you know I always have to act a little reserved in front of them so that I don't appear foolish or naive. In high-risk, we Canadians often will take longer making a decision, whereas in Silicon Valley, they would advertise their products when it's just a concept, and then they would go and build it if someone bought it. In Canada, we only advertise once it's meeting 99.99 per cent of our specifications.

**Lewis:** *What's it about your own job that really turns you on?*

**McLachlin:** I guess what I like the most is the constant chal-

longs of new and difficult questions that come before the Supreme Court. It is absolutely never boring. It is often very challenging.

**Jennings** Well, I certainly share with the chief justice the enthusiasm of every day. Journalism is a great journey of discovery. And it has certainly taken me on a journey to many places I might never have anticipated going, that recently and increasingly, as we are a group of Canadians, is returning to see how much more of what is happening in Canada has a measure of relevance here in the United States.

Zaghloul, I think I've used everything I ever learned in the first two days on the job, planning a small company. And from then on every day is a new day that I really have no idea what I'm going to face. I actually

*absolutely* was trying to get through, on just, so to speak that because I don't know how I'm going to get through.

*Lewis McBeaum* *As I look*

*around currently she winning*

*the last gold medal was the*

*biggest piece.*

**Marianne McBeaum** No. A lot of people usually assume that an Olympic gold medal is a high point. But it is not actually what I want for. I want to see a man to do my job, which is rowing as well as I possibly can. And usually the best rowing does not occur on the Olympic final days. You are too tired and nervous. The days that I remember as being my best

rowing days are usually a really intense workout, where it is just the sun in the middle of the lake in the middle of nowhere. And then I have to hope that there will be a little bit of a middle-down effect, because I'm not going to be as good on the Olympic day. Because if all I think about is the Olympic gold, I don't know how to achieve it. But if all I think about is rowing, then that takes care of the Olympic gold.

It is easy to show people the Olympic medals. But what makes me feel the most proud is the achievement of my task. And that's what I'm hearing right now from the others. The challenge is where the passion

## An elevated existence

**Beverley McLachlin**

Age 56

Occupation: Chief Justice of the Supreme Court of Canada

Defining characteristic:

unquenchable intellectual curiosity. Prime pragmatism.

On the imporous walnut-paneled wall directly across from Beverley McLachlin's desk hangs a huge oil painting of an almost too-typical Prime minister: a single roald stretches from a small town, past the forbidding grain elevators, following the gentle curve of the foothills. That picture captures the story of McLachlin's life. It is also of a young girl named Ann at a ranch near Princeton Creek, in southwestern Alberta (population about 1,500), when she was growing up in the 1940s and '50s. It is the life of a young girl who did her chores, helped feed the lived hens and look after her younger brothers during the summer, rode horses, read books, went to high school in town on her own during the week and then trudged off 500 km north to the University of Alberta in Edmonton where she discovered an intellectual world almost as big as the Prairies sky.

The picture also evokes McLachlin's life as a mother, albeit quickly set out of way. The landscape had been hanging in the previous chief justice's chambers and McLachlin kept it because it reminded her of her roots. Indeed, court staff found "much to my surprise" that it was, instead, the view from Princeton Creek. Such sensitivity. It seems to project McLachlin like aumbleweed. Her rise through the courts has been nothing short of meteoric. The joke she likes to tell it herself—she is that she rose through



"I've always been the sort of person who could stand back from a question and look at both sides."

Theatre Festival in faraway Ontario. At the U of A, she represented the university at a summer-long symposium in Algoma (where Raymond Chretien, a law student from Laval Que., was also attending). After graduating with an honours degree in philosophy, she wrote to the university's law school, inquiring about its programs—and received an immediate acceptance. "I hadn't even applied," she recalls, adding, "I was engrossed from the first." She graduated with the gold medal.

As a high school student,

McLachlin was one of five selected to visit the newly created Shetland Islands. She had never been to sea before, and the trip was to be her first. "I worried about being in judgment?" I worried about whether I would be able to make up my mind, yes," she says. "I've always been able to stand back from a question and look at both sides of it, or three or four sides of it, and try to unravel the complexities. I thought I would be second-guessing, second-thinking after I'd given a decision. But I didn't feel I've had that problem. At a certain point, things start to crystallize, and you see the arguments piling up on one side versus the other."

McLachlin is one of the most prolific

judicial writers ever to put on a gavel. She says that she gets intensely lost in the flow of language, perhaps because writing is something like her own career: bubbling forward, from one act notes to another. But the law doesn't end in the instant, she adds. The courts have to constantly remind themselves that what they do has an impact on "real people in real life." The road out of Princeton Creek runs both ways.

**Robert Sheppard**



'In the last  
10 years,  
our anchor  
on the planet  
has shifted'

—Christine

comes from. It's the same with sports. I go out every day and I never really see if I'm up to it. Because every day, my environment changes. Every day, things get better. I have to be able to anticipate weaknesses and strengths for myself and for my teammates and in my competition. And that's what I live about: what I do, are I up to the challenge of every day?

**Deakin:** What keeps me going up in the morning is that it is not just about 'sock' 'n' roll. It's about youth culture. It's about an opportunity that I have to bring relevance to the popular culture and the popular nature of our time. We take the themes that are present in the music, whether they be themes of success or objectification of women, or violence, and we contextualize them. We are, at MuchMusic, big believers in media education, media literacy. And a lot of our time is spent contextualizing what we put on the screen and that's very, very motivating.



**'Canadians just don't tend to follow the person who's shouting the loudest'**

—McLean

helping the Americans to exercise their power. I'm always struck in Washington, either in Congress or within the senior levels of the administration where one-on-one, people will say, Listen now, Raymond, what do you Canadians really think about this issue? They're used to Canada taking the high-minded kind of approach, and this helps us tremendously here.

Jennings: I think increasingly as America has become more distant from Europe, that Canada and the Canadian experience helps Americans understand themselves a little better. In other words, it's very predictive for Americans to compare

## Looking outward

**Raymond Chretien**  
Age: 58  
Occupation: Canadian ambassador to Washington  
Defining characteristic: shrewdness, ambition, a sense of balance

The view from the Canadian ambassador's sixth-floor office is nothing short of spectacular: the baldachin on the outer patio directs the eye straight down majestic Pennsylvania Avenue to a postcard-perfect framing of the Capitol Dome. "This is how Canadians like to view Americans," Raymond Chretien says mischievously in his richly accented burrnote. He means, from a slightly elevated position.

But proud as he is of the view and the office he has held for the past six years, Chretien's real pride is found on the walls of the corridor just outside his office in the framed diplomatic orders of his many posts of call. Twenty years abroad in New York City, Beirut, Zaire, Rwanda, Mexico, Belgium and Luxembourg! And stop—it was announced last week—ambassador to France. He was 35, "just like really" when he became ambassador to Zaire in 1978 in the midst of a bloody civil war. "Who else would go?" he asked rhetorically, meaning who else was crazy enough. He still recalls the river that flowed with blood, the rural doctor who operated with a razor blade, and Almonds that cost \$12 each. The Arthur Erickson-designed embassy in Washington is a comfortable perch, but Chretien's is a life built in the international trenches.

Of course, the Chretien clan has always looked outward from its Shawinigan, Que., reduced Grand-

Office—the activist heart of the now Prime Trudeau government. Then the world opened up like an oyster.

Foreign service is "a bit like the army," says Chretien, where a sense of duty and passage through the ranks is both formal and unpredictable. But public service is changing and Chretien, personally, has helped lead that change. In the early 1990s, he was flagged by his Conservative bosses for the bureau-

cratic bungle that allowed an Iraq diplomat, Mohammed al-Astori, special treatment to enter Canada as a landed immigrant. In the course of that controversy, Chretien did a very undiplomatic thing: he had the courage to confront publicly and candidly, the office line. And while the government wouldn't back down, its senior diplomats rose almost as one to back their colleague.

"You have to stand up to the Americans. They only respect you if you do."

A big, bluff man—the largest of the Chretiens, the family's arm-wrestling champ, he notes with pride—the ambassador argues that Washington is a unique testing ground for a Canadian "You have to stand up to the Americans; they only respect you if you do." After standing up to his own government, a series of African dictators—he returned to the region as a special UN envoy in 1996—and a family that does not give a damnative inch, he has all the qualifications for the job.

R.S.



themselves to Canadians rather than Europeans who seem more distant  
Lewin: Do you think we suffer a malady in comparing ourselves  
so easily to the Americans?

Jennings: I think it's in our blood. It's a national characteristic. I think very often the big mistake we make in Canada is always measuring ourselves by American standards. Americans are constantly surprised that we measure ourselves in this regard, and sometimes I think Americans have more regard for Canadians than Canadians do.

McBain: In sport, we're constantly comparing ourselves to the Americans because they're our closest and cheapest people to race against. The Americans always have bigger budgets and they're louder and they're bigger and we tend not to trust them. I've often asked about role models and heroes, and Canadians just don't mind to follow the person when shooting the loudest. In a sporting sense, I think that it's a lot like what Harris is saying—sort of almost like a younger sibling and sister not going to win the big fight. So what we do is we put go and do the job. And I think that's where this sense of a style of Canadian leadership comes from—not from being bold or a braggart.

It comes from being able to do the job. Just sort of putting the head down, doing the job and we get our respect from our nation and from our performance. And like the chief Justice has said, from our values. But you know, with some people, I can say "I've won three Olympic medals and 12 world gold medals" and they'll be nodding their heads. And I go, "And I've never been beaten by an American" and then they go, "Woohoo!"

Douglas: It's the same in a musical context. For years after we got over the initial talent drain to the States where some of our biggest artists like the Nels Youngs and the Joni Mitchells were to live, we went through a period where Canadian artists were suffering from a real musical inferiority complex. They tended to seek validation in terms of their success south of the border. And we went through a time where, especially in the pop genre, artists were very reluctant to mention Canadian place-names in songs. They thought it would hinder their chances of success in America. But we've come full circle on that. You'll see duals of artists out there now who aren't afraid to mention Canadian place-names. They talk about their respective realities, how they grew up, what the cultural definition was that shaped their lives and their reuse. And I think that's good because the music industry has become a lot more global and, ultimately, if you can't be true to your own artistic impulse and your own music, then you're really just putting on a facsimile of what you are truly capable of.

Zaghbi: Iris is fascinating. We're supposed to be talking about Canada and what makes us unique, but we have to compare ourselves to the Americans to try to find out who we are, isn't it? Why? In your field Dr. Hudson, so many Canadians are leaving our country, yet always desirous of success.

Theora Hudson: First of all, I wouldn't be where I am if I hadn't been in the States for so many years. And now, all the time, when my CV comes out, it says Montreal Genome Centre, but the fact that it also says MITT [Massachusetts Institute of Technology]. Genome Centre comes a difference. I can see how some of the big projects that we've done at MITT could never have happened in Canada. Even if the money was there, it wouldn't happen in Canada because in this country if some big project has to be done, we would want to do it in the Canadian way of doing a certain

## A sparkle, and the eye of the tiger

Marnie McBean

Age: 32

Occupation: Olympic rower

Defining characteristics: ultra-competitive, protective, a sense of play

Ask Marnie McBean, the consummate team player, why she took up single sculls in 1984 and the answer is Mantle-like direct. "I wanted to beat Silvia." Silvia Lauenstein was then Canada's rowing darling, the gutsy blond who won a bronze at the Barcelona Olympics in 1992 while recovering from a severely strained leg. Marnie was no slouch either; she had won two golds at Barcelona, as a pair and with the women's eights. She would go on in 1996 to be the World Cup overall points winner, something Lauenstein had done in 1991. But this was not just an ego battle of top guns. For McBean, Lauenstein had committed the unpardonable sin: she had hived herself off from the Canadian team to train and appeared to be enjoying the media spotlight while most of her team mates labored in the shadows. "I was tired of all this tooting of Silvia," says McBean, looking back. "And I didn't think she was much better than some of the other girls I had swum with, and I said, 'I know how to end this. I'll beat her'."

Competitive? Yes, but often for reasons that go beyond herself. This is an infinite who had to pay her Olympic way in the early going by selling hotdogs at minor-league baseball games in London, Ont., alongside teammate Katherine Heidle (the only Canadians to have won three Olympic gold medals, two in 1992 and the third in 1996). Who had to learn, sometimes the hard way, to keep her hard driving personality at check when fitting in with other crewmates. And who, when the endorsements



Competing for most of her life against an older, stronger brother, 'I learned never to give up'

finally started rolling in, created her own Fund for Olympic Rowers Survival from her own money and by badgering corporate sponsors—\$200 a month for those dozens of rowers without sponsorship so they could put the same hours on the practice lake as she did. But she couldn't beat Lauenstein that summer in Lucerne, Switzerland.

McBean laughs now at the memory (she finished second, three seconds behind, over a 2,000 m course, losing her bid to represent Canada in the single scull). "I don't mind losing when it's a great race," I remember smiling, like an idiot when I crossed the finish line. She had to set a world's best time to let me win."

Was she always this competitive? Growing up in the Toronto suburb of Etobicoke, McBean says her favorite subject in high school was advanced

math because it was all about problem solving and she couldn't wait to race ahead with the answer. Her biggest contests, though, were with her brother, John, two years older and stronger, who also took up rowing with her at the University of Western Ontario. Their battles were legendary. From him, she says, "I learned not to give up."

In many respects, McBean is your all-Canadian girl next door: she has a great smile, elderly women interrupt her in restaurants to compliment her on her looks. Of course, she has also done a shampoo commercial and bench-presses 200 lb in 1991, after learning a trick from her mother. McBean went off to Whistler, B.C., for a year and taught herself snowboarding, to try to relindis "that sense of play" that drew her to sport in the first place. It was to be "the year of the broken bone," she says, when if anything happened "I wouldn't be letting anyone else down." No bones were broken. "But I knocked myself out," she recalls. "And I was so proud that I pushed myself that hard. I wanted a badge."

Budgets and medals, she has a trunk full of them. She is one of only three women ever to have won 12 medals in Olympic or world rowing competitions. The only one to have done this in six different boats. If she wins a fourth Olympic gold this summer in Sydney, Australia, she will be doing it the hard way, as a single sculler, without the benefit of a teammate to keep the motivation alive. A sense of play may have a role in that success. Diligence and commitment to her craft will have the larger hand. "I tell other rowers that what we are trying to do is sneak past the water," she says. "It is the one element that gets her total respect."

R.S.



'Canada, in  
some cases,  
does crowd  
the United  
States'

—Invergo



amount for the Prairies, a certain amount for Montreal and Toronto, and so on, so it becomes then much less efficient than doing it in one place. Lewis: *So do we need a single, les ensemble, effacement of what it means to be Canadian?*

Chardieu: Ah, I think that we are going to the essence of our subject today. Let me tell you why. Our proximity to the United States, our new independence with the Americans and the fact that through NAFTA and the FTA, our economic links have become absolutely extraordinary: 85 per cent of our exports come to the United States, 25 per cent of the American exports come to Canada. One of the key challenges facing us in the years to come, facing our government, is the answer

### 'Canadian courts have become leaders in the world'

—Mélançon

to the following question: how should we keep reaping the benefits of our economic integration with the United States while at the same time preserving, strengthening, our values, our beliefs, our institutions, essentially our essence? What we are lead to answer that question, we will have to go deep into ourselves.

Jennings: Mr Ambassador, can I suggest that one way to state this has already been pointed out clearly by Denise: We all grow up in Canada worrying about the fact there is a "brain drain" from Canada to the United States. Why does Canadians begin to think that the movement of talent from east to south is a valued export for Canada, bringing Canadian brains, Canadian talent and our

Canadian ingenuity, the Canadian notion of comradeship, the Canadian notion of leadership, whatever, to the larger stage, which is what I think struck most Canadians here in the first place? To a surprisingly independent relationship in every regard.

Chardieu: We are looking north-south far more than east-west, as we did in the past. In the last 10 years, our anchor on the planet has shifted. Very few people have noticed it, but remember, just a couple of very important dates in the history of Canada/U.S. relations: The Free Trade Agreement just 17 years ago in 1985; a year later, the decision to join the Organization of American States after decades of hesitation, again, a move towards the Americas. So even though our role in the world still radiates in all directions,

it is here where we are now anchored and this is where we belong. With all aspects of our discussions in Canada in the years to come: You will see the north-south part of it much stronger in the past. Will it result in us abandoning the poorer provinces? I don't think so, because remember that the basis of Canada will always lead us never to abandon important segments of our society. This is the difference between Canada and the United States. It's always around to see here in the United States huge pockets of abandoned people—45 million Americans don't have health care! You cannot envisage that in Canada.

Doubtless in terms of young people—and I'm going to make a sweeping generalization here, so excuse me—but my experience is they're not looking at borders necessarily. They're on

## Anchored to his roots

Peter Jennings

Age: 61

Occupation: Anchor and senior editor, ABC *World News Tonight*

Defining characteristic: Unshaven, perpetually in motion, "a Canadian insatiable to see the rest of the world"

More than 30 years after he left Canada for the United States, there are two things that Peter Jennings decidedly will not do: The first is to use the word "we" on newscasts. That, he says, is because, "Journalists shouldn't include themselves in the story—that's something I learned at the CBC." The second prohibition flows from the file: Despite heavy pressure over the years—and even though dual citizenship is now allowed—Jennings has not taken U.S. citizenship. "I *adore* this country that has been so good to me," Jennings says of the United States. "But being Canadian is a part of who I am."

If that's the case, there are few better advertisements for Canada than the elegant, eloquent and much-traveled Jennings. After more than four decades in the business, he is one of the most-respected—and honored—journalists in the English language.

Which makes it almost incomprehensible that Jennings never even finished Grade 10. The son of renowned former CBC Radio broadcaster and vice-president

Charles Jennings (who died in 1973) and his wife, Elizabeth, Jennings was bored and restless at school and instead began working in radio and TV while still in his teens. His lack of further formal education, he concedes to friends, is one of the reasons he dresses himself so firmly to be as well-informed. After several years at CBC and CTV, Jennings was hired by ABC in 1964 as a reporter at 25, and made anchor a year later in a nod to the

*'I adore this country that's been so good to me. But being Canadian is who I am.'*

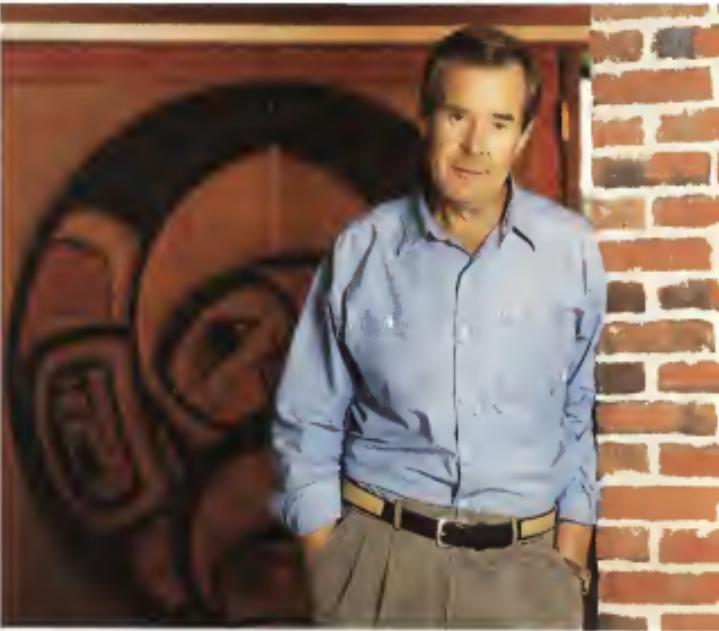
ent's ongoing youth craze.

In that first anchor incarnation, Jennings was dismissed as an inexperienced pretty boy. After three years, he asked to be relieved, and was passed to *Frontline*. Jennings philosophizes about those events in an emotional speech at his daughter Elizabeth's high school graduation ceremony two years ago: "Boy, did it hurt," he recalled, but then added: "That moment of failure was also a golden opportunity, because I was obliged to figure out who I was and what I really wanted to be."

Today he has no hesitation in using his clout to push for regular imports on activities within the United States' largest trading partner. *World News Tonight* recently carried stories on the

death of Rocket Richard, and the cult-like significance of Molson's "I Am Canadian" ad. Americans, he says, "sometimes need reminding that not everything interesting happens inside the country's borders."

Jennings, in fact, is adamant that what he sees as a key difference between Americans and Canadians has also been key to his success: "Canadians," he says, "are keenly aware that inflation matters as well as power. And we're much more keen to see the rest of the world." Jennings makes a point of getting "home" on a regular basis. He returns at least once a month to the



Anthony Wilson-Smith

line constantly. They're talking with people internationally all the time. They're exchanging ideas. But they're highly nationalistic. They believe in Canada. As a group of people, they are very proud of it. But start talking about, do we need a new definition of what it means to be Canadian, is not something that we can thrust upon people. Is what will come from the bottom up, not top down. And young people who are using these new Internet technologies had very powerful. They feel that there is nothing that they can control. They're not going to be thinking about Canadian-American, Canadian-Swiss, Canadian—whatever. Their conflicts are more global in nature. And there is a shift where they also feel that they themselves are more in a position to effect change than they ever were. Melancholy. I'm interested in hearing what Denise has to say about young people feeling very empowered because I think one of the things that Canadians traditionally have been used to do is to underestimate the value of what they have. Somehow, deep inside ourselves, we aren't convinced that what we have is really so valuable, and I think it is. We have some absolutely fine world institutions. We have a strong democratic system, a federation that's been going on a long time and that has weathered a lot of crises. And we have a pretty good court system. We have people coming from all over the world who say, how do you get an independent justice system, because everybody knows that you can't make democracy work now without an independent and impartial and absolutely incomparable system of justice. Maybe we tend to underestimate the value of what we have.

**"We tend to a cult of celebrity that seems to honour the wrong things."**

—Denise

Journalists: For all of this reason that the young like to be interconnected to the Net, that we have to be connected to the Net, we have to remember that this is a competitive relationship in some way—the one between Canada and the United States. You have to remember the pictures of those grain farmers in the American Midwest, out presenting the notion that Canadians should dump, in their view, cheaper grain here. And as Harper will point out at the technology level, the United States, for all of its generosity, is not a country which is going to be complacent about coming in second in any regard. And Canada, in some cases, does exceed the United States, and Canada will have to change. Zaghbi: The Internet is definitely going to remove all barriers and all political barriers for us. So, whatever governments decide to do is going to be, to a great extent, informed five or six years from now. There is no going to be any power to say, "Only Canadian achievements are to appear in certain magazines," or things of that nature. We are going to see much more internationalization. And being Canadian is going to be primarily about where you live and where your house happens to be.

Hudson: Certainly, as my field of research, things have changed in the interim. When I came back to Canada a few years ago, funding for [genomic] research was dropping. It was almost non-existent. Next year it is going to be about \$1100 million a year. And how did that happen? Well, there was lobbying and scientists got together, and I certainly cross-edited the country many times. But you have to change the notion in people's minds that we can do things equally well in Canada as in the States. We don't have to do it much research. We have great Canadian scientists discovering cystic fibrosis genes, look at our role in breast cancer research and so on. There are a lot of great things that have been done here. And we can continue being among the world's best. In fact, Canadians publish more in scientific

## Fashioning the tools of discovery

**Toni Hudson**

Age: 39

Occupation: physician, scientist, genome mappier

Defining characteristic: enthusiasm, scientific curiosity, a "long view"

Three floors down from Toni Hudson's tiny office in the asthma clinic at the Montreal General Hospital is his pride and joy—a subtle warmth of white-coated technicians and expensive DNA-analyzing machines that look like waffle irons. This is the beating heart of the soon-to-open Montreal Genome Centre and the soft-spoken Hudson is its guiding light. He passes his hands over each machine with an almost fatherly care, as well he might. Despite its relative youth—or maybe because of it—Hudson is one of the founding fathers of the much-headlined New Age research into humanity's chemical code, its genome, a fact that can be attributed to an inventive mind and what he calls "cute a bit of luck."

Nine years ago, while Hudson was finishing up a post-doctoral year at the Massachusetts Institute of Technology, the U.S. government announced a 10-year effort to decode the human genome, the start of a multi-billion-dollar interdisciplinary study to unlock the medical mysteries in human genes. Eric Lander, MIT's top genome scientist, turned to the 29-year-old from Quebec's Jonquière region and said: "You lead the team." And lead it he did. By 1998, MIT's crack group of biologists, computer and chemical engineers had created the first physical map of the human genome. "We organized the haystack," says Hudson. More important, they had devised tools, including the heat-analyzing waffle irons that speeded up the discovery process at sites all over the world.

Growing up, Hudson wanted to be a so-

und. "Or maybe an astronaut," he says. But he was convinced by his twin, Peter, to accompany her to medical school at the Université de Montréal. Medical school helped him focus on the research that truly interested him—immunology and why diseased organs turn on themselves. But it also taught him to wear more than one hat at a time—an essential tool in an age when scientific discovery is becoming more team oriented. Hudson says he has always had this tool, also what he calls the "long view" of how processes

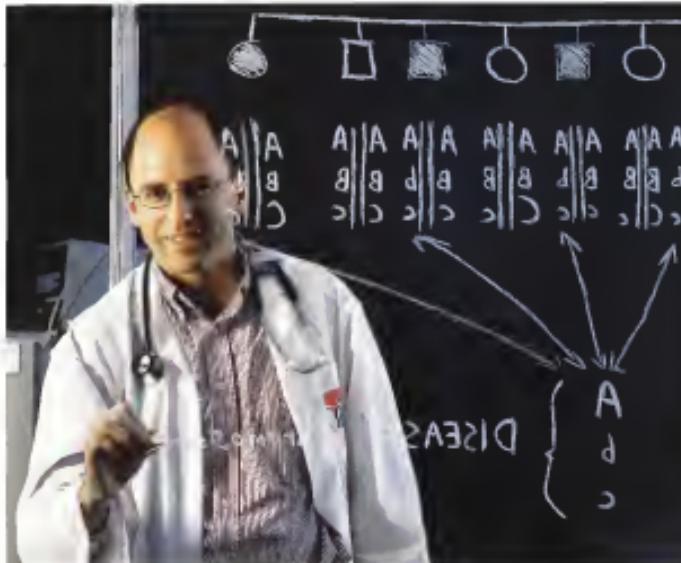
unfold. Maybe it's genetic. His father was a chemist at Alcan Aluminum Ltd. His grandfather was an engineer who built power plants. At MIT, he built the genome team, and then returned to Montreal in 1996 to take up the challenge of marrying his new skills with the medical research reputation of McGill University and the Montreal General Hospital.

He also wanted to raise his young family—he has four children, under the age of 11—in a French-speaking milieu. But the year he came back coincided

with a massive cut in Federal funding for genome research, a cut that required three years of extensive lobbying to get Ottawa back into the game, and Hudson to wear more hats. Today, self-employed researchers, experts in their field, will drop by my office and discuss problems, and sometimes we see a match with this technology and my know-how. It's all very informal, and sometimes I get so excited I can't sleep nights." He calls it "the Canadian way," and it requires a long, patient view as well.

**Robert Sheppard**

'Experts drop by and discuss problems. Sometimes, I get so excited I can't sleep nights.'





generals than Amherst do, per capita. But the support has to be mobilized from the ground up. And it means scientists have to start speaking up for themselves. Scientists have to go and negotiate, show their presence, convince people—yes, we can do these things.

**Zaglobock:** We have phenomenal advantages. The biggest advantage we have from an R and D point of view is the tax credits the government gives. Given the lower salaries, on average, for engineers, and given the Canadian dollar the cost of R and D is about 40 per cent of the cost of R and D in the States. So the cheap R and D in Canada gives us a phenomenal advantage that if Canada were to learn about it more, they would be able to exploit it.

### 'The Internet is definitely going to remove all barriers, all political barriers for sure'

—Zaglobock

We have to be a bit more egalitarian in the way we honour our richness. We tend to a cult of celebrity that seems to honour the wrong things. If we could honour other aspects of our cultural identity and the things that make us unique—the lib-

**Lewis:** What should we do as a nation to encourage new generations of leaders?

**Denton:** As the chief justice said, people around the world are copying our institutions—see that in my industry too.

The Australians want to know how we do that. Guy Cormier thought that's good, because in the face of mass globalisation we need to protect our own cultural identities.

But I think to develop new leaders

ious people who see in the online technology the fabulous people who are doing wonderful biological research, and make them celebrities as much as we make those other people that still remain nameless celebrities—we could go a long way to empower young people to say, 'I want to go into that field.' That, 'I just don't want to be a rock star. I want to be the best in my field in mathematics.'

**McLachlin:** I agree with Denise. I think we really do need to find ways to keep valuing and rewarding and recognizing the good things we do. I think schools are important; so too, I'd like more, personally—not talking as a judge now—more teaching about our institutions in school. More teaching about what goes into good government, what goes into good public service, what goes into good justice, so that kids grow

up with a clear idea of what our institutions are, as well as some of these wonderful people who have, along the way, made them what they are.

**Hudson:** I have four kids. And for me it's opportunity. Opportunity for good schooling, education, access to sports, music, Internet. Canada is a great place for opportunity, the fact that someone like me could go to medical school and get a fine-rate education for \$500 a year. My American friends just can't believe that. I've had great opportunity all of my life and I want the same thing for the next generation.

**McBride:** I think to myself, 'How did I end up an Olympic champion?' It was because doors were left open for me. And I think that's what we have to continue to do. To leave doors open and not to close off opportunities, to encourage ideas

## The power of Much

Denise Donlon

Age: 44

Occupation: vice-president and general manager of MuchMusic. Defining characteristic: brash, social conscience, pop-music campaigner

Even in its quietest moments, the open-floor nerve centre of MuchMusic's video empire is not for the faint of heart. Located in a junkified rooftop building on Toronto's trendy Queen Street, MuchMusic is what the world (literally) is all about. Rock videos blast from every conceivable corner and, of course, across the country on specialty channels. Pop stars troop through its glittering chambers. Teenagers are constantly smoshing their faces against its stand-in windows. Dadans, educators, rights activists are regular supplicants, trying to channel the power of Much for every good cause. "We had David Bowie here once and, of course, we were all gaga," says Denise Donlon, the resuscitation mother. "I heard him call his manager and say, 'This is really great. But you know, it all seems to be ran by children'."

Donlon laughs in the recollection, a throaty, barmy chested laugh that seems to reverberate from every part of her six-foot, one-inch frame. But this is no joke. She truly believes in the punch

line. MuchMusic grew out of television visionary Moses Znaimer's eccentric empire and his passion for animation. But it's founded on a point of view: to have a TV enterprise run by enthusiasts, people who are more keen on the content than the technology. And Donlon, the woman credited with helping launch careers of Canadian acts Blue Rodeo, Barenaked Ladies among them—just because she believed in them, is that enthusiast.

Donlon says she just happened to fall into this line of work. It was probably more of a lunch while booking bands at the University of Waterloo in the mid-1970s she discovered—when aware warning acts had to skip up the dozen floor to make ends meet—that there was something seriously wrong with the business of music in Canada. So she set out to correct it. She organized a national conference of campus co-ordinators to hear directly from bands and booking agents (it's now an annual event). She petitioned her own Jon Mitchell ambitions ("Really set in") and became a publicist, then a radio host, healing out equipment, and organizing events for a series of Vancouver-based acts. Then, when opportunity came and Znaimer offered her the reporting job on his New Music program, she balked. Fear of flying? "Yeah, I saw myself as a big,

ugly lad with a speech impediment." She lisp, and she recalls the situation with such discerning serenity that it is easy to see why Znaimer persevered and eventually gave her the keys to the playground.

Moved to fiskinger Manay McLeishian (they have an eight-year-old son, Duncan), Donlon loves the boom-box life of the busy pop-music executive: frequent business trips to New York City or Buenos Aires to check on affiliates, reporting cuttings to Sean Leoni with career crew and nap group in tow to package the horrors of west-

"Sometimes out of naïveté can come purity."

ern Africa for the clever generation. One part Peter Pan, one part pragmatist Wendy Donlon says she gets her energy from her mother who overcame a life of hardship in England—abandoned by her family to a girl's home for eight years—to start over in Canada and raise her new family with dreams of the future. MuchMusic—popular music—is about dreams, too, of course. But it is also a way for the generations to interact, to share some of the same big-life ideas. MuchMusic's goal, says Donlon, is to add contrast to the energy. And sometimes, she notes, almost wistfully, "out of naïveté can come purity."

R.S.



that we think we crazy, because I certainly thought—my parents certainly thought—it was pretty crazy when I decided I wanted to go for the Olympics. But they didn't close that door. As I was growing up, my parents always encouraged me to try things. Never to say no to something because I didn't know how. So its education, its awareness and its having all the doors open.

**Zaghoul:** We need to better explain that an average person has definitely got the characteristics of a leader somewhere in him. And with a little bit of challenge and the right circumstances, those characteristics are going to come out.

**Christie:** My experience in the United States after 60 years here has been that we Canadians have nothing to be ashamed of, or not confident about. Just the opposite. I find that when we come into this great opportunity, we arise with the skills that are not that obviously here all of the time. We're highly educated. We're very much internationalist in nature than the average American. We quickly then speak two or three languages—a tremendous asset to

I've had great opportunity all my life and I want the same for the next generation'

—Hadiou



inside the world. We've got resources that are appreciated down here. So we've got a great deal to be confident about.

**Jeanjean:** I don't know where else in the world I could sit down here and listen to another group of people who were any more interesting or seem to be more eager to meet the challenge. I do think confidence is still an issue. I think it's hard, perhaps it's impossible, not to define ourselves in the dugout; we do on the American concept given where we live and how large a country Canada is. When two Canadians mix into each other down here, they end up in each other and they share a not-always-greater measure of pride in having come here and made a difference here. And I think that's very good for confidence at home. I just wish more people at home valued that. Some years ago, I wanted to go home on a full-time basis and somebody said to me, "You have to be careful you know, if you come home from the United States they're going to work to know why you failed." I keep that has passed and that the nature of the new globalization, being what it is, that we will all feel a good deal more comfortable with who we are, if not always quite where we are.

Louise: Thank you all. ■

## Riding the wave of invention

**Hadiou Zaghloul**

Age: 43

Occupation: CEO and chairman, Wi-LAN Inc.  
Defining characteristic: energy, inventiveness.

"A paradoxical look at life."

He is an unlikely romantic, a short, rather tall of a man with the perky energy of a human microbe. But Hadiou Zaghloul, the founder of Calgary's Wi-LAN Inc.—one of Canada's hottest high-tech start-ups—is that rare mix, a serious scientist with an undying affection foraging film stars.

As a young engineer in his native Egypt and then in Europe, Zaghloul had heard the story of Henry Lammier, how the game master 1940s. His byword since way back invented a system of random radio signals to disrupt enemy detection during the Second World War. This is Zaghloul's field as well. He is the co-inventor, with childhood friend Michel Feltz, of the University of Calgary, of two wireless technologies and he holds nine other patents. So shortly after he founded Wi-LAN in 1992,

Zaghloul took a check on Lammier and found the story was true. In 1942, the 29-year-old actress patented an idea for broadcast radio transmission with military application. It didn't go anywhere at the time, but a later version was implemented and Zaghloul's invention takes it into another realm of massive amounts of

data being transmitted by radio signal from computer to computer, or from cellphone to a home information centre, eliminating the need for cable or telephone lines.

Zaghloul contacted Lammier, who was then in her 80s (she died in January at 89), stuck up a telephone friendship and gave her a stake in Wi-LAN. "It was mostly for the patriotic reasons' value," he says, "and her name opened a lot of doors for us. We didn't have to give her any shares—her patient had long expired. But I liked her on a personal level and it was like the industry today honouring one of its pioneers."

Zaghloul also sees himself as an industry pioneer. Wi-LAN is one of these next-generation companies. Its technology may well become the base for what some call the coming wireless revolution—the ability to e-mail, surf the Net, adjust the lights in your home and order theatre tickets from a cellphone or hand-held computer. But humour is important too. A spiritual man, a practicing Muslim with an eccentric interest in Zen Buddhism—and a black Porsche—Zaghloul has built a company that merges some of these passions.

The original plan was to build a prototype and sell his technology to the highest bidder. But then life took a funny twist. Friends, family members and friends of his partner, Felstz, put their money in Wi-



A start-up's dilemma: "I couldn't walk away anymore. These people were investing in me."

LAN. Some remortgaged their homes to do it. "I couldn't walk away anymore," says Zaghloul. "They didn't have a clue what they were investing in. They were investing in me." And what an intriguing investment that was! His backers were buying into a young engineer from the University of Cairo who graduated at the top of his class, an intense academic who played chess to relax and who zipped through a marathon and

stayed on after meeting his future wife at a Calgary roller rink. A life of academic pursuit had suddenly turned into a life of responsibility. Wi-LAN took root in a modest Calgary industrial park. Its attack rode the high-tech wave, its products are sold in more than 50 countries. But its offices are no-fills and almost assets. The only thing that stands out is the Holly Lammier boardroom, with a framed print of the glamour girl in all her sunset glory.

R.S.

# A Land of Excellence

By Peter C. Newman



In any country that has more than people like that one, excellence tends to suffer by inadvertence. Yet, we have more than our share.

So deferentially inclined that we would rather raise killer bees than sing songs of self-praise, we tend to downplay our home-grown excellence. That's what makes us feel inferior, not the absence of excellence itself. Instead, the rest of the world seems to find this country overflowing with leaders in every field of endeavour. From pancreatic diabetes research to the world of country music divas, excellence may have collective consequences in raising national prospects, but its essence is exercised individually. One by one, we are finally creating an exciting and highly competitive new global identity.

One obvious mark of excellence is invention—the innovative leap required to think up a new idea that turns into useful innovation. The lengthy list of Canadian firms is impressive, and even when we don't invent the obtrusive products—such as the Internet—we come close. In 1968, a group of National Research Council scientists invented a touch-sensitive screen and pioneered an extraordinary interactive computer system to test and educate students with learning disabilities. Based on a central computer in Ottawa, the computer linking, one of the first of its kind, connected educators across the country and revolutionized



Few people are aware of the impressive list of Canadian inventions, from foghorns to zippers

the teaching of the children. Since those early days, Canadians have so overwhelmingly taken to their computers that we log on to the Internet for 15 hours a month and exceed the U.S. home penetration figure by 40 per cent to 32 per cent. According to a blue-ribbon, government-private sector roundtable report released earlier this year, 180,000 Canadian jobs will be created by the Internet in the five-year period ending in 2005, while another study says domestic

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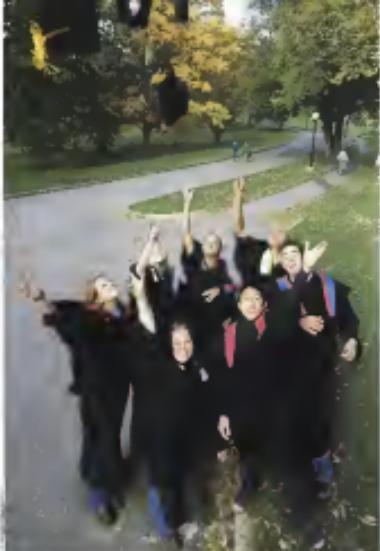
## We are overflowing with leaders in every field of endeavour

e-commerce will reach nearly \$148 billion in 2004.

The galaxy of firsts that few Canadians know about include the steam engine, washing machine, upper, point miller, electronic microscope, carpet sweeper, kennelite, electron microscope, tick-away-handle beer cartons, advanced space-vision systems and, in 1860, a mechanical shirt lifter that helped Calgary ladies cross muddy streams. And, of course, there are the ones most of us do know about: insulin, Platinium, the unsinkable, Superman and Trivial Pursuit. But he leaves out the telephone, which every Canadian schoolchild knows was perfected by Alexander Graham Bell in Brantford, Ont. Bell modestly credited his 1876 invention to not knowing enough about electrical theory to realize the phone could work. He was a true Renaissance Man, having also pioneered the phonograph, fibre sound-track, the electric eye, man-lung, a submarine compass, a pro-X-ray method for detecting bullet made bodies, a functioning hydrofoil craft, a vacuum polar to ease childbirth, Canada's first manned flight, and a new breed of sheep that gave birth to more than one lamb.

Excellence in Canada has always been measured according to one criterion: would it make the cut in the United States, that empire to the south of us that tolerates so much of what we do and doesn't. Until very recently, the measuring stick accusations were: "She studied at Harvard," "He taught it on Fifth Avenue," "We got our tan in Palm Springs." "Fibrohook was especially reviewed by *The New York Times*." "She had her honeymoon at the Mayo."

Economists of scale still allow Americans to pick the winners in many categories, especially the entertainment industry, which depends less on quality than on numbers. But excellence is now sprouting independently on our side of the 49th parallel. Within the global economy that obeys no rules except those of the Darwinian jungle, Canada has been remarkably successful. In two of the past three years, the Canadian economy has grown faster than that of the United States. That's a remarkable show of excellence, because 40 per cent of our gross domestic product is exported. In other words, what we do and what we make is competing successfully in world markets that are open to all comers on increasingly



*Graduation day at Acadia University, Wolfville, N.S. Canada has the highest percentage of postsecondary graduates in the industrialized world*

equal terms. One example: Ontario is about to become the number 1 auto-producing region in North America, surpassing Michigan, which now accounts for 18 per cent of the continent's vehicle manufacturing.

We must be doing something right.

What we're doing right is educating our young. Except for our magically dysfunctional health-care system, no political activity is the subject of higher criticism than education. Yet a higher proportion of Canadians is successfully completing postsecondary education than the citizens of any industrialized country on earth. Michael Dell, the computer wizard, recently rightly observed that "Canada is a hotbed for new technologies, with an advanced communications infrastructure and a New-wave population that makes it a leading competitor in the New Economy."

Despite the volatile political climate that has caused a leadership vacuum in Ottawa, Canadians are using their future into their own hands and declaring that this will be their contrary. Thirty million characters in search of an author, we have on this Canada Day, 2000, realized something highly significant: that Canadian excellence is not an oxymoron.

Being Canadian has become less of a journey than a destination. We have arrived at last. ■

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# The Alliance's Time of Reckoning

Stockwell Day's strong showing in the first round of the leadership vote leaves Preston Manning's future on the line

By Brian Bergman in Calgary

**As valedictorian** for the 1960 graduating class at Horse Hill High School near Edmonton, Preston Manning compared his classmates' experience to the launching of a satellite. Graduates could only touch their potential, he said, by realizing the factors that attempt to pull them down. In the intervening 40 years, Manning has continued to preach—and practise—the virtues of perseverance. Since 1987, when he founded the Reform party (which this spring morphed into the Canadian Alliance), he has faced a series of political crossroads and crises—only to emerge stronger than ever. But on Saturday night, after putting his leadership of the fledgling party on the line, Manning watched as challenger Stockwell Day enjoyed an upset victory in the first round of the Canadian Alliance leadership vote. Still, Manning vowed to persevere with pragmatism to be an equal hurdle in the final ballot on July 8. "I'm asking all my supporters to dig just a little deeper," Manning said. "We need each and every one of you."

Following a 13-week leadership race that was mired in its final stages by allegations of fraudulent membership drives and voting irregularities, it was the strong showing by Day that had political analysts basking. A zealous 14-year veteran of the Alberta legislature, who speaks possible French, Day has been especially frank about his opinions on abortion and gay rights. The fiscal policies he espoused during the campaign would also represent a marked departure from the status quo, including deep tax cuts and an end to cultural and regional subsidies. Whoever wins on July 8, Day's success to date ensures that his views will help shape the message the Canadian Alliance



ticks into the next federal election, says University of Calgary political scientist David Tait. "The Canadian Alliance was supposed to be Reform on Values," jokes Tait. "But it's become more like Reform on speed."

This week, all eyes will be on Ontario political strategists Tom Long, the third-place finisher, and his supporters (from 19 other candidates, British Columbia Alliance MP Keith Martin and Ontario nuclear plant worker John Stachow, placed well back). Their voices could be crucial in deciding the next

Day (left);  
Valemount,  
Preston and  
Sandra Manning  
(right) to see  
what needs  
to be sorted\*

Alliance leader since no new memberships can be sold between ballots. And the owner of the leadership campaign, it was assumed that most of Long's support would shift to Day on a second ballot, primarily because many Ontarians consider Manning unreliable. "Manning comes a lot of baggage in Ontario," a senior Long adviser told Maclean's at the time. "For the new party to win here, it needs a landslide victory."

Despite the bush, Red Rose, a Calgary political consultant and a senior Day campaign strategist, expressed confidence that Day can make inroads among former Long supporters. "Love reads Maclean's that he talked last week to Paul Rhédey,



Alliance members must decide who can reach out to moderate voters

his counterpart on the Long campaign, to stress that Day had no intention of running a federal election campaign on issues like abortion. Added Lowe: "A lot of what the Long camp was saying about Stedwell was not so much misinformed as it was incorrect." Lowe, who has run several successful campaigns on behalf of Alberta Premier Ralph Klein and who counts Long and Rhodes as friends, said he would be surprised if Long endorsed either Day or Manning prior to July 8. "From what I know of Tom," he says, "I think his attitude would be, 'You are all intelligent, sophisticated voters—do what you think is best.'"

In any event, many analysts believe a significant number of Long supporters may simply disappear between ballots. Says Jason Ellis, a Lethbridge Community College political scientist and a former Reform activist: "There's plenty of incentives to vote for your candidate. But the incentives to vote for a second choice isn't always there, especially on a sunny weekend in July." The strong showing by Day, though, may mean that political influence will remain high. "Stedwell Day has successfully positioned himself as the man who represents change," Ellis notes. "Many Reformers went along with the United Alternative because they thought it was the best way to change the leader. It also says the Alliance is much more ideologically conservative than I thought."

A potential wild card in the second ballot at how many Alliance members who were unable to vote the first time around do so on July 8—and how they cast their votes. During the course of the race, Alliance membership swelled from about 75,000 to just over 350,000; the Long camp alone claimed to have recruited 50,000 new members. But the final days of the leadership race were awash in controversy over a variety of voting irregularities. It began when



*Martinc questions about party membership*

Long confirmed that his campaign had sold hundreds of bogus memberships in Quebec's Gaspé region. "I'm embarrassed and angry with the recruitment names used by my team in Gaspé," Long told reporters. "The last thing I wanted to do was anything that might harm the party."

Long's men could did not go far enough for at least one leadership hopeful. Marinic initially urged that the June 24 vote be delayed for three weeks. Thus he said, we'd give



*Long with daughter Hannah, a strong voice from Ontario*

the party time to investigate the revolutions of phony memberships and ensure that legitimate members were able to vote. In 140 federal ridings—those in remote areas or regions where the party has not traditionally organized—members could vote by phone rather than going into a central polling booth. By week's end, however, the party was scrambling to accommodate thousands of members who had not received in the mail the required validation numbers to phone in their votes.

**Martin withdraws** His demand after party officials insisted that the leadership vote, while not perfect, would reflect the will of the members. Still, director of charitable contributions to major charities. Among them: two Calgary Alliance MPs reported suspicious memberhip increases in their ridings—including cases where names were listed more than once or the alleged members did not live at the alleged addresses.

In the days leading up to the July 8 final ballot, Manning and Day can be expected to hammer home what they see as their respective strengths—and, more likely perhaps, the other fellow's weaknesses. The battle lines were clearly drawn during the candidates' speeches to Alliance members on Friday night. Day portrayed himself as a fresh face on the federal scene who could take the party to "the next step"—other than governing. He went so far as to suggest that in a Day-led Alliance, Manning might serve as a "senior statesman." In a surprisingly emotional address, Manning countered that he was the only one who could appeal to both fiscal and social conservatives. "To get to government we need to win," he said. "And no one we need to be united."

While these may be worthy considerations, observes Tim Tait of the University of Calgary's Tait, wonder if a more fundamental question shouldn't be weighing on the minds of Alliance supporters. With either Day or Manning at the helm, says Tait, "this is not a centrist party but one very much on the right wing. Can it mesh out in moderate, downtown Canada?" On that, the guy is still out. ■

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# Above and Beyond

Canada honours those who risked their lives for others

*The Canadian Gas Gas Advisor, Carlson honoured with Decorations for Bravery this week in Quebec are a diverse lot. They come from all parts of Canada, from a variety of backgrounds, whether construction workers, police constables or stay-at-home mothers. They do, however, have one thing in common—they all risked their lives to save others, sometimes paid the price. Tragically, some died in the effort. Those who lived do what they can to prevent others from being heroic.*

**Marc Rivest and David Johnson** have a profound connection. The long-time friends are now-door neighbours; they co-own a window tinting business in Windsor, Ont.—and they used a man's life

The two were driving to work on Aug. 13, 1998, when they noticed a low-flying helicopter circling—“The noise I knew,” recalls Rivest, 36, “the propeller were flying through the air as the helicopter crashed, and I was yelling to David, ‘It’s gone down, it’s gone down.’” Johnson made a quick U-turn and headed towards the crash site. “The helicopter was on fire,” says Johnson, 41, “and the pilot was screaming and flailing in his harness trying to get out.” They freed Roland Robert and dragged him 15 m before the gas tank exploded. “Everything was a blur,” Rivest says. “The only thing going through my mind was to take care of the pilot.” After emergency crews arrived and took Robert to hospital, the two decided to pass on work. “We stopped off,” says Johnson, “had a coffee and went home.”

For weeks, the two made the local news, and were hailed as heroes. But both Johnson and Rivest say Robert is the real hero. The 37-year-old commercial pilot for the Charbonneau Corp. was damaged his spinal cord in the accident and is paralyzed from the waist down. “Roland is amazing,” says Johnson. “He is doing so much with his life, and he is already learning to walk with braces.” The three have formed a special bond and made a pact. “We decided we would discuss the accident and what we did to help him,” explains Johnson. “We are friends, that’s it.”

**Johnson (left), Rivest:** *A pact to discuss the accident*

## Danny Montague

He way Danny Montague remembers it, he acted without really thinking about what he was doing on July 15, 1997. One minute, the 31-year-old employee of the German Air Force in Happy Valley-Goose Bay, Nfld., was bunting a badminton birdie around on a beach along the banks of the Churchill River. The next, he was running towards ones of help that grew louder with each step. One teenager had already pulled himself out of the powerful current that each year claims a number of swimmers. But no one was making a move to help another youth, just barely staying afloat in the middle of the river. “I don’t think of myself as particularly brave,” says Montague. “I was afraid to go in. I stood there waiting for someone else to go.” But when no one else did, he stepped

into the cold water. It took just 20 seconds to reach the teenager nearly 15 m from shore. Montague grabbed his hand, and with stops to beat water, took two exhausting minutes to reach shore. But there was no time to rest. A third teen swimmer had also been trying to escape the river’s current. Montague gathered some help and headed for some stalks in the hope of finding him still alive. Sadly, the local ground search and rescue team recovered the body three hours later. He turned out to be the son of one of Montague’s friends.

Montague feels good about having saved the one teen—but the one who died haunts him still. “Sometimes it crosses my mind that if I had got there earlier I could have helped the other lifeguard, too.”

## Subrina Variend

long as she describes the horrifying events that the end her sister Nafishah awoke to on May 4, 1997, in their suburban Montreal apartment. “She told me, ‘Sis, wake up. I smell smoke,’” recalls Subrina, a 22-year-old accounting assistant. The sisters dashed to the bedroom where Nafishah’s two children, Shawna and Jonathan, slept. When Nafishah, then 23, opened the door, smoke poured out and she began choking. Subrina, seeing fire near the boy’s bed, turned inside and grabbed two-year-old Jonathan from his crib. She handed him to Nafishah, but when she returned for Shawna she could not find the three-year-old amid the thick smoke. Nafishah told her to leave with Jonathan and kept looking until she managed to find her son. Clutching him in her arms, Nafishah leapt from a window—a two-metre drop—so escape. Despite her efforts, both mother and son later died from their burns.

Jonathan now lives with his grandmother, Esther Desmarais, 67, in Montreal. While saddened by the tragedy, she is proud of her daughter. “I don’t know if I would have had the same courage in her,” she adds, referring to Nafishah’s persistence in looking for Shawna. For Subrina, the gesture was typical of her sister’s devotion to her sons. A former cheerleader with a passion for the military,



*Subrina Variend: survivor of a sister whose children ‘saved the world to her’*

Nafishah stayed at home to look after her boys. “She was with the children day or night,” says Subrina. “They meant the world to her.”

## Chris Boyce

was starting his midnight shift on June 19, 1996, when he heard a call for assistance on the police scanner in the street-owner he was driving. The location of the caller, who said a woman was on the edge of a bridge ready to jump, was close by, so the 39-year-old equipment supervisor went to help. By the time he arrived, the former officer with a passion for the military,

## Thirty-eight with courage

This week, His Governor General presented 38 Decorations for Bravery. These included four Stars of Courage, awarded “for acts of conspicuous courage in circumstances of great peril,” and 34 Medals of Bravery, awarded “for acts of bravery in hazardous circumstances.” The recipients

## Star of Courage

**David Johnson** Bellis River, Ont.  
**Geoff Milner-Jones** Hamilton  
**Marc Rivest** Bellis River, Ont.  
**Nafishah Verlaed** (posthumous),  
Gatineau Park, Que.

## Medal of Bravery

**Conrad James Adamson**, Toronto  
**Kenton Blid** (posthumous), Armstrong, B.C.  
**Leslie Bouchette**, Winnipeg  
**Ronald Birtz**, Whiting  
**Chris Boyce**, Langley, B.C.  
**Thomas Brock**, South Slope, B.C.  
**Andrea Cazzaro**, Gormouth, N.B.  
**Clinton Carter**, Onion Lake, Sask.  
**Ray Cratty**, Burgeo, N.L.  
**Conor, Chad Culbert**, Lindsay, Ont.  
**Ray Deveau**, Suderville, N.S.  
**Conor Scott Duffy**, Lindsay, Ont.  
**Jonathan Dupont**, Saint-Léonard, Que.  
**Joey Feir**, Aymer, Ont.  
**John Fife** (posthumous), Scarborough, Ont.  
**Manney Haines**, North York, Ont.  
**John Harris**, Peterborough, Ont.  
**Gordon Holloway**, Winnipeg  
**Harry Johnson**, Hazelton, B.C.  
**Michael Laffin**, Kingston, N.B.  
**Conor, Patricia Latane**, Toronto  
**Ray Littlewater**, Onion Lake, Sask.  
**Christopher Martens**, St. Thomas, Ont.  
**Donald Morawski**, Goose Bay, Labrador, N.L.  
**Howard Morsell** (posthumous), Gormouth, N.B.  
**Donald Murray** (posthumous), Sackville, B.C.  
**Sgt. Paul Richards**, Lindsay, Ont.  
**Nicholas Seitzer** (posthumous), Toronto  
**Congressional Officer Dennis Shrock**, Peterborough, Ont.  
**Conor, Mary Sutherland**, Winnipeg  
**Donald Thorne**, Regina  
**Subrina Variend**, Drummond, Que.  
**Rick Wesley**, Hazelton, B.C.  
**Cecil Wolfe**, Onion Lake, Sask.

woman had indeed jumped off the No. 2 Basé Bridge in Richwood, B.C., into the Fraser River. The passerby who had called 911 pointed to where she had hit the dangerous rocks. "We could hear her screaming. 'We was carried by the current under



**Boyez: 'She just needed help'**

the bridge," Boyce says. "So I ran across the four-lane highway, went down the side of the embankment, saw her in the water and jumped in." A co-worker, who had overheard Boyce radio their dispatcher, soon arrived

with a spotlight, which he shone on the pitch-black river. "I was really thankful for that light," says Boyce, who had jumped in so fast he had forgotten to take off his used-work boots. Slipping the heavy footgear off as he swam, he reached the woman where she was floating face down and started to pull her to shore. "I could hear the Coast Guard helicopter coming and the ambulance sirens, so I knew help was on its way." Once they were ashore, the paramedics took over. "It was a real team effort," says Boyce, who lives in the nearby town of Langley, B.C. "I did something; my friend brought the spotlight; those fire-fighters and paramedics were right there. We all helped her and, thank God, she lived." Asked why he would risk his life for a total stranger, Boyce just smiles and shrugs. "I never thought of her that way. To me, she was just a person who needed help."

**Rick Wesley** was in his Kootenay, B.C., home when he heard shouting that a house four doors down was on fire. Choking it out for himself, Wesley, 41, who knows the family, soon discovered that at least five, if not more, of the residents were not home—but their three children were. "I saw two of the kids running around outside," he says. "I raised the oldest boy when Katelyn, the four-year-old, was. He screamed that she was still inside. I knew then that I had to go into that house." Wesley had only visited his neighbour's home to know the layout, but the house was so smoke-filled he could see nothing. "I went in calling Katelyn's name. I wanted to be loud, but not too loud because I didn't want to scare her. I thought she must be so scared already. Finally, she answered me, so I went towards her through the smoke." Wesley found the little girl huddled under a coffee table in the living room. He wrapped her inside his parka, and began to feel his way along the wall. Wesley somehow missed the doorway and ended up in a room with no exit. "I knew I was in big trouble then," he recalls. "I couldn't breath anymore, so I went down on the floor. I could tell myself coming in and out of consciousness. But, I could feel Katelyn breathing and I knew I had to get out of that house for that little girl." Seeing a light shine in the front door, he shouted for attention. A neighbour kept yelling back and Wesley headed towards the sound. "All I can remember is saying, 'Take the girl, take the girl,'" says Wesley, who collapsed when he got outside. "I am just so thankful that we both got out of there safely."

**A spouse's deadly anger**

Former B.C. premier Glen Clark was found guilty of libel and ordered to pay \$150,000 to marine engineer Bob Wind. Wind, who had crashed the B.C. Hydro fast-ferry project, claimed that his business suffered after Clark, in 1996, referred to him as "a disgruntled barker." Clark and he hope there are grounds for an appeal.

### A public admission

Dave Nes, the new chief of the force of Davis Inlet in Labrador, publicly acknowledged that he has a drinking problem and gave out free liquor in order to buy votes. Davis Inlet, where social problems are rampant, became notorious in 1993 after native children were videotaped screaming that they wanted to die after sniffing solvents. Nes' admission came a few weeks after Newfoundland Premier Brian Tobin declared that some aboriginal leaders could not confront the problem of native substance abuse because they themselves abused alcohol.

### Charges against a diplomat

The RCMP charged former Canadian diplomat Douglas Waddell with smuggling more than \$1 million worth of cocaine into Canada while travelling with a diplomatic passport. Waddell, who served as a foreign affairs official for more than 20 years, is scheduled to appear in court in August to enter a plea.

### Fallout from a tragedy

As questions continued to swirl around the June 16 sinking of the tour boat True North II off Ontario's Bruce Peninsula, family and friends gathered to remember the tragically short lives of the two young victims of the disaster. In separate ceremonies, Heseltine Fosher, 12, and Wholey Simonsen, also 12, were laid to rest. They had been on a trip with their Grade 7 class from Bruce Township Central School when the tour boat went down in the rough waves of Georgian Bay. Eighteen people survived by swimming to Hawley Island, a popular local attraction. Federal transport officials are currently investigating the tragedy; the provincial coroner, meanwhile, is deciding whether to order an inquest.

## A spouse's deadly anger

The note that Ralph Hadley left his head, police spokesman said, was full of sadness and remorse. But there was also anger at his estranged wife, Gillian —which manifested itself in a brutal manner on June 26, when he went to her home in Pickering, Ont., just east of Toronto, and shot her to death before turning his gun on himself. Area residents first knew something was wrong when Gillian Hadley ran naked from the house screaming and clutching the couple's 11-month-old son, whom she managed to give to a neighbour before Ralph Hadley dragged her back in. Shortly after, two gunshots sounded from inside the house. In his suicide note, Hadley and he did not want his estranged wife raising their son. "A man is more than the son he has ever had," he said.

The incident renewed the debate over how to protect women from abusive former spouses. Ralph Hadley had previously assaulted his wife, and was under a restraining order prohibiting him from having contact with her. In spite of that, acquaintances and law enforcement, he had continued to harass her. In fact, the second time in seven days in which a woman had been killed in the Toronto area by a partner under a restraining order, On June 13 in Mississauga, Balbir Singh killed his former fiancée, Harpreet Bains. Their bodies were discovered in a burnt-out van.



**Murderer: Gillian Hadley (left) and victim**

was under a restraining order prohibiting him from having contact with her. In spite of that, acquaintances and law enforcement, he had continued to harass her. In fact, the second time in seven days in which a woman had been killed in the Toronto area by a partner under a restraining order, On June 13 in Mississauga, Balbir Singh killed his former fiancée, Harpreet Bains. Their bodies were discovered in a burnt-out van.

## Scandal-plagued job fund shut down

**Human Resources** Minister Jean Chrétien announced the troubled Canada Job Fund was being phased out—but raised it was for sound policy reasons rather than trying to stop allegations of corruption. The money was given to businesses to create jobs but was labelled a slush fund by the opposition. The remainder of the fund will now be handled by other ministers. Prime Minister Jean Chrétien said it had helped with high unemployment, but "the situation has improved and now the money will be used no more as grants but as loans."

## E. coli troubles

**Lakeside**, an Alberta meat packer, recalled more than 77,000 kg of ground beef after the same deadly strain of *E. coli* that killed as many as 18 people in Wilkeson, Ont., was discovered in a batch of meat. The recall involved every province except Newfoundland and Prince Edward Island. Meanwhile, the Ontario Ministry of Environment said it will not release key documents detailing the government's role in the Walkerton tragedy because the Ontario Provincial Police has requested that the documents be sealed from public scrutiny. The OPP are conducting a criminal investigation into seven deaths known to be linked to drinking *E. coli*-contaminated tap water. The records include a 1998 inspection report that found *E. coli* had been detected in the treated water in the previous four years.

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# A Meditation on Evil

Since 1971, Médecins sans frontières has been confronting atrocity

By Dr. James Spiegel

*Since a group of French doctors and journalists formed Médecins sans frontières in 1971, the organization has established a reputation for activism as well as humanitarianism. MSF has provided medical assistance to more than 80 countries and served in some of the world's flash points of the globe: Afghanistan, Congo, Somalia, Rwanda and Sierra Leone. For a decade, there has been a friendly Canadian MSF contingent. One of its leaders is Dr. James Orbinski, 39, of Montreal, a founding member of the Canadian section. Currently president of the international council, Orbinski accepted the Nobel Peace Prize of 1999 on behalf of MSF.*

"We are not evil that words can always save lives, but we know that silence certainly can kill," Orbinski said in his Nobel lecture in Oslo, Norway, on Dec. 10, 1999. In recent weeks, Toronto physician Dr. James Spiegel has done extensive interviews with Orbinski and several of his Canadian MSF colleagues, including Paquette's own colleague, Mille. He also talked to Toronto Dr. Paul Spiegel, 34, who joined MSF in 1991 and whose observations about war and morality in Kosovo appear in the current issue of the French medical journal, *The Lancet*. Below, Spiegel presents the conclusion of his discussions with MSF physicians.

MSF has become the exemplar of humanitarian aid because of the strength of its advocacy for victims who are unable to speak out against crushing bureaucracy and political systems that rule by terror and fear. The names and faces have a noble vision. Leanne Obera, a 36-year-old nurse from Winnipeg, said of her MSF commitment: "We chose the greatest adventure we could because we wanted to make the greatest

difference we could." Obera knows whence she speaks. She joined MSF and went to Liberia in 1993, treating children suffering from the ravages of famine. Later, she served in Beira, Mozambique, Zaire (now the Republic of the Congo) and Angola. She is now on a new mission in Congo. Like many MSF workers, she has pondered what causes men to commit atrocities. "I still don't know," she says. "In many situations

Orbinski is a佐藤  
to Rwanda in 1994.  
'we know that silence  
certainly can kill.'

those who pose infinite power, and are afraid of it. Their only source of information comes from those in power. While I was in Rwanda, a slaughter took place in a village 25 km away from where I was. Most of the people hadn't heard of it, and those that did didn't believe it. This is how rigidly information is controlled. Predictors exclusively know how to control information and distort the truth."

In 1992, Dr. Paul Spiegel, then 26, was on the Kenyan border with Sudan. He was the only doctor there when Sudanese death squads drove more than 25,000 refugees into Kenya. Half of the refugees were children without parents. These numbers began to trade their food rations for Coca-Cola, cigarettes and sweets. "Neither I, nor anyone else around me, realized the consequences," Spiegel says. "Some months later, more unaccompanied minors came into the hospital limping, and complaining of joint pain. Some had loud heart murmurs; their lungs were full of fluid. I diagnosed septic and bronchitis—two diseases I never thought I would ever see in my lifetime—and treated them with a cocktail of vitamin C and B. They improved almost instantly. It took me many years to recover from this first refugee experience, and I don't think I will truly ever be the same. But perhaps that's not so bad."

This experience led Spiegel to specialize in the medicine of catastrophe. He acquired a master's degree in public health from John Hopkins University in Baltimore, where he now is a senior associate. He is one of the world's experts on displaced persons and refugee camps. In the last two years, Spiegel and his colleagues have worked in and studied more than 50 refugee camps. As an epidemiologist, Spiegel also works in the International Emergency and Refugee Health Branch of the Centers for Disease Control and Prevention in Atlanta. An epidemiologist is concerned with the incidence and distribution of disease and other factors relating to health. In fact, Spiegel is rarer than that—he has aced in one of God's open, responsible for giving humanity against the ultimate form of human carnage, "ethnic cleansing." In the current issue of *The Lancet*, Spiegel writes that "the targeting of civilians in modern warfare has become an oft-repeated war. The pattern of human rights abuses termed ethnic cleansing may include individual and mass killings, sporadic and systematic rape, the destruction of civilian institutions and infrastructure, and often the violation of medical neutrality."

Dr. James Orbinski, president of MSF's international council, was in Rwanda in 1994, when members of the majority Hutus were conducting their campaign of violence against the minority Tutsis. "We were in an area divided into opposing war zones," he says, "and learned that they were Tutsi children in an orphanage and they were about to be slaughtered. I wanted to bring these children to our hospital. I asked the commander of the killing squad if he had children. He said that he had four, but he had moved them out of the country." As for those in the orphanage, Orbinski remembers the commander saying, "These are not children. They are instruments of war. They are useless and we will crush them." By

the next day, most of the children had been slaughtered. "This is how people commit atrocity," Orbinski says. "The first step is to dehumanize the victim. Our imperative is to create a strong humanization space that acknowledges the humanity of the other." One of our failings is that the humanitarian movement may for a time provide an alibi for political inaction. Doctors can't stop genocide."

Spiegel claims that 50 per cent of casualties of the war in Kosovo were civilian, and that older men were more than three times as likely to die of war-related trauma as men of fighting age. "My driver in Kosovo was a reserved and taciturn Albanian Kosovar peasant," he says. "Two words



an MSF hospital in Africa freedom from political influence

radike, he had to identify his uncle from a mass grave. His uncle had been tortured. His bones were broken, he had cut all over his body and his penis had been cut off." In their *Lancet* article, Spiegel and his CDC colleague, Dr. Peter Salama, a 30-year-old Australian, stress: "Serious forces may have targeted elderly males, who are traditionally the heads of households, in order to weaken the social and cultural integrity of the Kosovar Albanian society, to encourage abandonment by the family of their land, or to decrease the likelihood of relatives returning from neighbouring countries to care for them when the conflict ended. The targeting of elderly men represents a new form of 'ethnic cleansing' that to our knowledge has not been documented previously."

"Why do we commit atrocity?" Man is supposed to be special. Only he walks towards the horizon. His horizon is derived both from the mystery of his origins, and an intellectual curiosity so solid that it impels us to think the ability to regard himself as a separate entity in relation to the world. This objectivity is what

goes over his apparent invulnerability and his ability to conquer. He has always been stimulated to gain information from his environment. His competitive drive, which is both potent and compelling, leads him to his destiny. His exquisite irony often shuns destiny for some means cruelty, brutality and severity. In 1990, when the World Health Organization ranked which countries contributed the most to the global burden of disease, war was 16th. By 2003, with the frequency of civil conflicts increasing, the WHO's report will be in eighth place. Sprig reported that the proportion of all civilian war casualties has increased from approximately 14 per cent in the First World War to 67 per cent in the Second World War, and to 90 per cent in the 1990s.

Millic Parupi, 35, my daughter and a fellow in psychiatry at Duke University in North Carolina, was with MSF in Liberia during 1992. She has vivid

images, sometimes approaching flashbacks, of her experience: "We were in a bush hospital," she recalls. "The area was surrounded by rebels. In order to take the casualty to the larger centre of Monrovia, we had to pass through checkpoints controlled by these rebels. We were often fired at, detained for money or food. What sort of burden is it that mothers of newborn infants would run mad on the march where the umbilical cord had been cut? They did this to make the umbilical dry up, but the mud often contained vermin and these babies died in thissville again. One haunting memory was that of children who died with their faces disfigured by a gris of botfly larvae [known clinically as rat-scarf eye]. I don't think that when we returned to Armento there was one person who did not experience post-traumatic stress."



Millic Parupi, 35

Toronto emergency-room physician Dr. Michael Schulz, 36, is now president of MSF Canada. His missions: Northern Iraq, Bangladesh, Burundi and Rwanda. "Each has changed me. I learned to discipline myself by knowing the wherever I am, I am practicing medicine. In Africa, I practice medical medicine without sophisticated hardware. I may treat a child for meningitis and after that child has been cured, I know that his chance of survival is remote. But at least this crisis has been over, and a chance has been created."

When the political dynamics between East and West changed, a vacuum was created in which the political players lost interest in the developing countries. "We want them back in the game," Schulz says. "That's our thrust and one of the ways of doing it is to play upon the conscience of the pharmaceutical industry." One major concern held by MSF is the way global pharmaceutical firms have stopped making medications needed in the Third World. There is a need, says Orthols, "to save 'Big Pharma' from the path of commercialism in what its responsibilities should ethically be. Life-saving drugs for developing countries are not part of their corporate marketing plan."

The very nature of MSF is an autonomy to advocacy and its freedom from political influence. This was recently on display during Orhanian's Nobel lecture. When he spoke of how "the dignity of the excluded is measured daily," the message reverberated throughout the world. "Humanitarian action," Orhanian said, "is more than simple generosity, simple charity. It aims to build spaces of normality in the midst of what is profoundly abnormal." Existence by its very nature should allow a human being to be a free agent responsible for his or her own development by acts of will. That is what MSF is trying to restore, a system of international ethics, and that is heroic.

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## "Aren't Neil and Tracy a bit 'slow'?"



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Photo Tom McLean, McLean and McLean Photography Studios

As track and field athletes, Neil and Tracy McLean of Kelowna have a lot of hurdles to overcome — particularly those imposed by conventional thinking.

Neil and Tracy are twins. They're also mentally disabled. But witness them on the track, and what you'll see are two remarkable athletes. Both started in Special Olympics at age 16 and now, more than ten years later, the McLean twins are outgoing and independent (not to mention fiercely competitive) individuals. In fact, the only competition they don't embrace is sibling rivalry. The two share a wall full of medals, and big dreams for the future.

**Canadian Special Olympics, Pure Sport, Pure Competition Call (416) 927-9650.**

## Mlakosevic under fire

Claudio Di Pietro, the chief prosecutor of the International War Crimes Tribunal for Yugoslavia, rejected suggestions that Slobodan Milošević might be granted sanctuary in Russia instead. Di Pietro and his tribunal, which indicted the Yugoslav president in May 1999, on charges of genocide in Kosovo, might bring new charges against Milošević over his role in the Balkan war in the early 1990s.

## Chrétien stumbles

Prime Minister Jean Chrétien accepted Jacques Chirac's by saying the French president would seek re-election — something Chirac was keeping secret. Then Chrétien broke protocol by telling a private function first about the planned transfer of his nephew Raymond Chirac, from Washington to France as Canadian ambassador.

## Nazi remark triggers outrage

Jewish groups in Germany were outraged over Helmut Kohl's suggestion that critics are reading him the same way the Nazis treated Jewish businesses in the 1930s. The former chancellor, diagnosed because of a financing scandal during his time as leader, was reacting to a rival politician's demand that Germany beyond compensation contributing to a fund-raising drive organized by him.

## A vote too close to call

Monaco's Institutional Revolutionary party, which has ruled the country for 71 years, is running neck and neck with the centre-right National Action party in the presidential elections set for July 2. Both sides have been accused of voter manipulation.

## Unprincipled behaviour

Prince Ernst August of Hanover, the German prince married as Monaco's Princess Caroline, denied arriving on the Turkish pavilion at Expo 2000 in Hanover. In response, the Turkish 86th, which first ran the many learned front-page pictures of Ernst from behind, which purport to show him reviving himself. The Turkish government has demanded an apology.

## Capital punishment on trial in Texas



Kleesow observes the execution of Graham (left); death



But successive court appeals held his conviction and sentence. Graham was the 155th person put to death in Texas since George W. Bush, the Republican presidential candidate, became state governor in 1994. Bush has been dogged along the presidential campaign trail by anti-death-penalty protesters. The issue will likely continue to haunt Bush, whose portrayal of himself as a compassionate conservative is undercut by his hard-line stance on capital punishment.

## A clandestine journey ends in death

The grisly discovery of 50 illegal migrants from China who had suffocated in a container truck trying to enter Britain from Belgium raised a furor across Europe. Police in Britain and Holland made several arrests in connection with the deaths (the victims were all believed to be in their 20s). Britain was also critical of Belgian authorities, who two months ago arrested many of the same people found dead in the truck. But the Belgians released them, allowing the migrants to continue their journey. European leaders announced they would speed up legislation to increase the penalty for people caught trafficking in humans. Struggles began as much as \$90,000 a head to smuggle people to the West.

## Evidence of water found on Mars

**Using images** taken by the Mars Global Surveyor space probe, NASA has found evidence that water may have flowed on or near the surface of Mars only a few hundred or thousand years ago — a billion years later than

scientists previously estimated. The images show grooves in the planet's surface that are believed to have been carved out by flowing water, which experts believe may now be mapped beneath the surface of Mars. The findings are expected to spur efforts to determine life on the planet, which is now dry and desolate, once supposed living organisms.

# The Fear of Losing Control

A 'moderate economic nationalism' rises in, of all places, the business community

By Mary Janigan

**Is Canada for sale?** If it is, is that good or bad? What should Ottawa do? Donald Macdonald should know the answers. It all seemed so easy in 1973 when, as a Liberal cabinet minister, he supported the creation of the Foreign Investment Review Agency to screen acquisitions. But five years later, practising law in Toronto, Macdonald noticed that FIRA was inadvertently allowing a handful of large Canadian purchasers to snap up companies—and concentrate their power. So when the Conservatives abolished FIRA in 1985, Macdonald was silent. "I would have raised hell except I knew there were francophones and I had nothing better to suggest," he says. "Foreign investment remains a concern: the number of Canadian-headed enterprises is diminishing, I am worried, but I don't know what to do."

Across the nation, as foreign investments edges rapidly upward, members of the business community are rising as money stars. Steady increases in foreign ownership are a worldwide phenomenon as firms and their families split across borders, bringing capital that can stimulate growth. But there is an uncomfortable sense that foreign firms are gobbling up too many good Canadian operations because the low value of the Canadian dollar gives them bargain basement prices. As a consequence, head offices—with all of their crucial personnel—are moving elsewhere. And key industrial decisions are being made without



John Roth

Nord's chief still parks his jet in Canada, but for how long?

Edgar Bronfman Jr.

His role at Seagram spells the end of another Canadian icon

Donald Macdonald

The ex-minister looks no easy answer to foreign encroachment

consideration for the national interest. "We need a moderate economic nationalism of the centre-right," cautions corporate director William Dinenno, who has watched one of his two daughters move to New York City for career reasons while the other considers U.S. offers. "People have to let it seep into their consciousness this summer."

Last week's sale of Seagram Co. Ltd. was emblematic of the situation—even though Seagram effectively left years ago. In

Montreal headquarters only contains about 60 people, while its real operations are run from New York. Now, the company itself has been sold to French firm Vivendi SA—and any semblance of Canadian control has gone with it (page 64). Other Canadian icons have similarly disappeared. Last year, Weyerhaeuser Co. of Federal Way, Wash., completed its takeover of B.C. forestry giant MacMillan Bloedel Ltd. When Eaton's died, as key properties were snapped up by U.S.-controlled Sears Canada Inc. Increasingly, too, many companies are at best nominal in operation as they sit in ownership. John Roth, CEO of Brampton, Ont.-based Nordisk Norskeva Corp., receives 92 per cent of his revenues from abroad and keeps his accounts in U.S. dollars; analysts have speculated that the company may eventually move south.

There is little agreement in official circles on how to respond—not least because foreign investment is usually a good thing; it expands enterprises, creates jobs, stimulates innovation. Few want to return to the days when FIRA could daily chivalrously foreign investments—especially since Canadian initial foreign investment abroad exceed foreign investments at home. Such measures would also violate Canada's obligation under the North American Free Trade Agreement to attract foreign and domestic investors in the same way.

But many argue that Canada has become the hapless nice guy in a rough-guy world. To protect its national interests, the United States has effectively stalled the merger of Canadian National Railway Co. with Burlington Northern Santa Fe Corp. while it examines the public interest implications of the deal. Hugh Segal, president of the Montreal-based Institute for Research on Public Policy and a former Conservative leadership candidate, says Canada did not give up its right to assess takovers for their competitive implications when it signed NAFTA. "Nobody assumed that governments would roll over and fail to defend the legitimate Canadian interests—but they have," he says. And that kind of passivity is really more problematic than who may or may not own 31 per cent of a company that is regulated by Canadians based on resources in Canada and largely tied to Canadian marketplace realities."

This issue sounds with resonance. Four decades ago, as foreign investment poured into Canada, left-wing nationalists led the popular protest against Canadian course. Most members of the business community remained silent—or were opposed to

## RETURN OF THE FOREIGNERS



## THEM AND US

	1990 (in billions)	Foreign direct investment in Canada	Canadian direct investment abroad
<b>TOTAL</b>	<b>\$23.9</b>	<b>\$257.4</b>	
<b>United States</b>	<b>171.3</b>	<b>134.3</b>	
<b>Europe</b>	<b>14.2</b>	<b>22.1</b>	
<b>Other European Union</b>	<b>36.9</b>	<b>26</b>	
<b>Japan</b>	<b>8.4</b>	<b>4.1</b>	
<b>Other OECD nations</b>	<b>7.3</b>	<b>11.5</b>	
<b>All other</b>	<b>7.3</b>	<b>58.1</b>	

Source: Statistics Canada

government intervened on today, to their dislocation, it is members of the business community that are leading the debate about the encroachment of foreign firms.

The very scope of the debate has also changed. Then, the controversy centred on the presence of huge multinational corporations, usually U.S.-based. Today, in ever greater numbers, Canadian business executives know that they have become an integral part of the problem: key operations of many domestic firms are moving into larger markets, especially in the United States. Technically, the head office often remains in Canada, as with Seagram. But the profit decisions and the plant jobs are increasingly shifting elsewhere. Last fall, Canadian-owned Nova Chemicals Corp., which can trace its history in Alberta back to the mid-1950s, switched its entire senior executive team to Pittsburgh—although the head office officially remained in Calgary. Former Alberta premier Peter Lougheed says his province should have done everything in its power to prevent the management shift. "It would have been very strong in assuming such a move," he told Macdonald. "It was disastrous because the issues they bring to the people of Alberta."

The outflow of highly skilled workers alone is deeply worrying. In a recent study for the C.D. Howe Institute, Daniel Schwarcz compared the U.S. share of new production jobs in high-tech manufacturing with the Canadian share. To his distress, he discovered that firms are expanding their operations vertically across the border: higher-skilled, typically higher-paying jobs such as research and management are gravitating south—while Canadian units being relegated to the production work. "Cross-border investment is booming," says Schwarcz, now senior economist at Segal's IRPP. "But the real story is how firms find different activities in different countries."

The only certainty is that the relative size of foreign direct investment—despite investment that assumes a significant voice in the arrangement of the enterprise—is once more increasing after decades of decline. In the early 1960s, as economies nationalized, such investment had a whipping 34.9 per cent of the size of the entire Canadian economy. That figure has not been equalled. It however did fall to 18.6 per cent in 1985—the year FIRA was changed into Investment Canada, an agency largely designed to attract and expedite foreign investment. Such investment has been steadily increasing since then, especially after the

'People have to let it seep into their consciousness: this matters'

signing of NAFTA with the United States and Mexico in 1993.

Last year, foreign direct investment was 25 per cent of the size of Canada's gross domestic product—a startling 9.5-per-cent increase from the previous year. The U.S. share of that total was 72 per cent—up from 64 per cent in 1993. The influence of foreign-owned firms within Canada is also growing. Last month, Statistics Canada reported that, between 1988 and 1997, foreign-owned firms increased their share of corporate assets and revenues in more major industries. The agency attributed part of that growth to the fact that foreign-controlled firms are larger and more likely to export.

The situation distresses Bob Blair, who was Neva Corp. of Alberta CEO from 1970 to 1991. "In the early 1990s, to a very considerable extent, we had a system of foreign branch offices," he says. "I saw how weakening that is to us as a company. We began to build a strong Canadian presence—and now I see the whole thing coming apart."

But the flow of investment funds across borders does go in two directions. Canadian direct investment abroad is also expanding—although at a slower pace. In 1999, it increased by 4.5 per cent to 16.9 per cent of the country. Canadians are setting up subsidiaries, associates and branches on other people's turf. By the end of last year, slightly more than half of that investment was in the United States.

The pull seems irresistible. Six years ago, Manulife Financial established a national office in Boston to run its thriving U.S. insurance operations. Now, there are 600 people in office— including 30 Canadians in key posts—and other executives keep chattering for transfers from the Toronto-based headquarters. "There is an incredible momentum building up among people wanting to work in the United States," says CEO Donald D'Alessandro. "The reason is largely because there is a huge gap between what people earn on an after-tax basis."

A self-described "soft nationalist," D'Alessandro is shamed at the exodus. This spring, he started a national meeting with an unswerving warning about the pace of foreign takeovers. Manulife now receives about 70 per cent of its revenues from abroad, including 50 per cent from the United States. But D'Alessandro wants to keep the head office in Toronto. "I don't see borders as an irrelevance," he says. "But governments must recognize that companies do have options these days."

These are issues that Ottawa can address. The loss of Canadian ownership and head offices may be exacerbated by everything from higher taxes to restricted opportunities for growth. Canadian pension funds, for instance, can put only 25 per cent of their assets into foreign firms. As a result, to get higher returns from abroad, they just pressure on Canadian managers to sell out to the highest bidder—often foreign. The growth of Canadian investment abroad may be leveling because the low dollar has been



*Sigmar's Montreal head office, emblematic of the move south*

deterring Canadian firms in their quest for U.S. acquisitions.

So what is the prescription? Royal Bank of Canada chief economist John McCallum has concluded that fully one-third of the dollars decline against the U.S. currency is due to high levels of public debt, financial markets driven on the fact that Canada is diverting enormous resources from productive investments like health care and transit payments. On the other hand, the 150-member Business Council on National Issues argues that Ottawa must concentrate on providing a supportive environment. "We are not going to be able to stop the exodus of head offices," says president Thomas D'Agata, "unless we bring taxes down more quickly."

Others are calling for a more active federal role. Toronto economics professor Mel Whicker, whose research helped to spark the creation of FIRB, argues that Ottawa should differentiate between companies that have head offices in Canada, and companies that do not, when it delivers industrial assistance. "If that gets us in trouble with our free-trade partners, let's be tough," he says. "Our problem is we use trade agreements to prevent ourselves from doing things."

As the business community grapples with the problems, it must confront a final irony: most Canadians now expect benefits from globalization. In a survey of 1,660 respondents conducted last February, pollster Pollara Inc. asked how globalization had affected them. 52 per cent say no effect, 29 per cent said that it had helped—and only 15 per cent said that it had hurt. Pollara then asked how globalization would affect the next generation: a whopping 56 per cent said it would help and only 22 per cent said it would hurt. "Right now, Canadians are foreign ownership as good business," says Pollara chairman Michael Manske. In effect, ever so hesitantly, the corporate community is becoming the lone convert to the nationalist cause. ■

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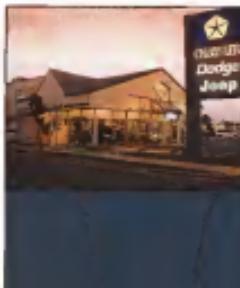
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# Edgar's New Page

No longer a booze baron, Bronfman pours Seagram into a global Internet venture

By Barry Cott in Paris

**A**s a birthday gift, it ranks in a league all its own. Few others, in fact, would dare attach such a label to the health-tanking \$50-billion merger announced last week between Seagram Co. Ltd. of Canada and France's Vivendi SA. But that is exactly how Edgar Bronfman Jr., Seagram chief executive, chose to characterize what amounts to an audacious redefinition in corporate empire building, designed to fashion a transatlantic media behemoth on equal plunk grounds as AOL Time Warner. "Today is my father's birthday," declared Bronfman last Tuesday, perched smugly on a stool in Vivendi's Paris headquarters, just around the corner from the city's celebrated Arc de Triomphe. "And I can think of no better present to give to my father, his children, his grandchildren and his great grandchildren than this world-beating company that we are creating today."

It took a definitive edge to Bronfman's remarks; it was not unplanned. For he is the third generation to run the family business, a sprawling empire that rose from a humble base of besieged boozes and Canadian Prairie brochures to become a major player in the international directory, media and entertainment business. Under the canny guidance of Bronfman's colorful grandfather Sam, his father, Edgar Sr., and himself, Seagram has grown into a powerful conglomerate, the corporate parent of Hollywood's third-largest movie studio, the world's third-largest liquor manufacturing and distributing business, and the largest music company on the planet. But the curtain is now about to fall on the Bronfman era. Control of the company that Sam built will soon pass out of the family hands. And Sam's grandson is responsible. "Regret"



Edgar Jr. (left) and Sam (right) at a press conference.

asked Edgar Jr. last week in Paris, bristling a little at the question. "None at all. I'm proud of what we've accomplished here today. It completes Seagram's transformation from a traditional company into a leading force in the global media and entertainment industry."

That much is certainly true, on paper at least. When Vivendi Universal, so the new entity has been christened, finally cleans all of the complex management and regulatory hurdles it will face, it will be recognized as a global media company only by AOL Time Warner. What it does, in essence, is many of the chores of Seagram's Universal Films and television armada, music group and theme parks to Vivendi's extensive distribution system, a network that includes French Canal Plus pay-television service (which Vivendi will spend another \$1.8 billion to acquire in full), as well as the fledgling Internet portal Vivato, a gateway for a potential 80 million European subscribers seeking access via cable television, personal computers and wireless telephones. Revenues of the combined organization, which also include Vivendi's water-and-life business from earlier times, are expected to reach \$50 billion annually. "We are going to make the Internet our swing," vowed Jean-Marie Messier, the ebullient former

## The Seagram saga

**1889** Sam Bronfman is born in Sokol, Bessarabia, the third child of Russian immigrants en route to Montreal. He shows an early entrepreneurial flair, and by 1895 has bought a liquor store in Montreal. After U.S. Prohibition begins in 1920, he builds a thriving business supplying American smugglers.

**1928** Sam buys Joseph E. Seagram and Sons, a Canadian whisky firm. The end of Prohibition in 1933 leads Seagram to expand aggressively in the United States. Sam adds many more products, such as Cliveds Regal and Mumur's champagnes. In 1957, son Edgar becomes U.S. chief at 28, but Sam is still in charge.

**1971** Sam dies. In accordance with his edict that only one child shall control the company, Edgar takes over and buys into du Pont chemicals and, briefly, MGM studios. His brother Charles helps at Seagram and initiates ventures of his own, becoming, in 1969, the founding owner of the Montreal Expos.

**1985** Edgar Jr. becomes president and chief operating officer and begins making changes, such as focusing on premium liquor brands.

**1994** Edgar Jr. succeeds his father as CEO. He promptly sells traditional assets, such as the 24-per-cent share of du Pont, and plunges into the entertainment business, picking up TV and movie company MCA Inc. in 1995 and recording company PolyGram NV in 1998.

**2000** After months of talks with potential partners, Edgar Jr. announces Seagram's sale to French conglomerate Vivendi SA and says the liquor business will be sold.



Edgar Jr. (left), Sam and Charles, about 60 years ago, from father to son

French civil servants who is Vivendi's chief executive and who will serve in a dual capacity at Vivendi Universal.

Bronfman, who will be vice-chairman in charge of music and Internet operations at the new company, claimed it was Vivendi's expertise in both wireless telephone and the Internet that initially prompted him to seek a merger. "The opportunities for growth in these areas are truly extraordinary," he remarked, pointing especially to the emerging new market for downloading music onto wireless telephones and other media. Seagram's Universal Music Group, at PolyGram NV was snatched when the Canadian company bought the business in 1998, already a world leader in the industry with operations in 59 countries and a roster of talent that includes Shania Twain.

Dr. Dre, Sheryl Crow, Sting and U2. According to Bronfman, the global music business is likely to grow from \$60 billion to \$150 billion as digital delivery fuels an online boom. "At the moment, you have 50,000 to 65,000 music retail outlets around the world," he said. "More people than just join YouTube every day."

Vivendi is well placed to exploit the phenomenon. Canal Plus has more than 14 million subscribers in 11 countries. Vivendi owns 25 per cent of Rupert Murdoch's European satellite television operation, Viasat, the new Internet portal, is a joint venture with British-based Videophone AirTouch, the world's largest operator of mobile telephones. "We have the capability," said Messier, "of making the Internet of tomorrow not only something faster and more beautiful, but also a vehicle with more practical services, entertainment and entrepreneurship."

Despite the promise, not everyone is yet convinced of the long-term merits of Vivendi Universal. The numbers, in both Europe and North America, remained skeptical. By week's end, Vivendi shares had fallen 19 per cent (while Seagram's rose 17 per cent) since news of the merger took surface two weeks earlier. "Mergers are extremely difficult in the best of times," commented Montreal investment counsellor Stephen Jantziowly. "There may be a big cultural difference between the two companies. To the extent that I hold Seagram's shares, I don't know whether I really want to own Vivendi shares. And I think that's what the stock market has been saying."

Part of the problem is the final itself. It is a complex effort—strategically to take account of any movement in Vivendi share prices. No cash is involved. Rather it is a straight stock swap, which values Seagram shares at \$77.35 (U.S.), a figure that amounted to a 35-per-cent premium over the market price before the deal rumours began swirling. The Bronfmans, which owns 24.6 per cent of Seagram, will acquire roughly eight per cent of the new company and see Seagram swap on the 18-member board of directors.

In yet another sign of the changes being wrought by Edgar Jr., Seagram will shed its long association with the liquor business. "Our



wines and spirits division," Broadbent said, "will be finding a new home." The most likely candidate is the British-based drinks and fine-food group Allied Domecq, which was reportedly preparing an \$11-billion bid to acquire virtually all of the brands that have helped make Seagram famous—Chivas Regal and Glenlivet Scotch whiskies, Crown Royal and V.O. Canadian whiskies, Captain Morgan's rum, Martell cognac and Absolut vodka.

For some industry observers, the move is one more example of Broadbent's poor handling of the assets he inherited from his father and grandfather. "I never thought Edgar Broadbent Jr. made a great international executive," said Montreal-based Justlewsky, a close friend of Charles Broadbent. Edgar Jr.'s



**Broadbents:** Charles (left), Stephen, Samuel H., Edgar Jr., Edgar Jr.'s last full dynasty

uncle. "It looked that ever since they got rid of their share of the Riedel company [sold by Edgar Jr. in 1995] and bought the movie company and then the second company that it was the wrong decision to pursue."

While that view is widespread, it is not shared by everybody. "I think he had a bit of a rough ride from the financial community," says Toronto analyst Jeffrey Burge, a managing director of TD Securities Inc. "The share price now is a lot better than where it was. He has a good management team around him. I just think he's in my category, next-generation rich guy."

The final, and most crucial, vendor on Broadbent's performance test with his relatives—his father, his uncle and all of the customs in the matriarchal Canadian clan. None offered an opinion in public last week on the latest stunning development in the family's fortunes. In Paris, the hour as the Steagans' throne claimed the family was solidly behind the deal with Vivendi. At the same time, he pointed out that any of the broadbents had the right to sell their shares in the new company 90 days after the deal's completion later this year or early next. In the meantime, family members can enjoy the luxury of contemplating Edgar Jr.'s billion-dollar birthday present.

With Brenda Broadbent in Montreal and  
Patricia Chisholm in Toronto

## A family of billionaires

People still refer to the elegant grey-stone building with its distinctive name as "the castle." Built in 1928, Seagram's Montreal headquarters is now merely a nominal head office with about 60 employees. But the building is steeped in history. The massive-level executive offices, once the lair of patriarch Samuel Broadbent, remain largely intact. And so does the Broadbent family's impact on Canada, even though Seagram long ago moved its main operations to New York City. "We" Sam" built up the company with his younger brother Alton, then forced out his sibling's sons from the business to pave the way for his own sons Edgar and Charles, currently co-chairmen. Yet even Alton's sons Edward, 72, and Peter, who died in 1996, built up their own multibillion-dollar empires, the Toronto-based Edper Group, now known as Peacock. To fill the main Broadbent family fortune considerately is almost a ludicrous understatement. Given the merger price announced last week of \$77.35 (U.S.) per Seagram share, the family's 106.5-million shares held jointly in trusts earned for Edgar and Charles—an worth about \$12.4 billion (Can.). Family members also possess a vast array of passive holdings.

The legacy of the philanthropic Broadbents is palpable in Montreal: from the Samuel Broadbent Building at McGill University to the theatre named after his wife, Sudie. Of their surviving three children, only Phyllis Lamborn, 73, the founder and chairwoman of the Canadian Centre for Architecture, still lives in the city. Edgar became an American citizen in 1959, while his brother Charles, 69, the founder-owner of the Montreal Expos, now divides his time between the United States, Israel and Montreal. Although he has remained active in Seagram, he also holds a controlling interest in Change Inc., a privately owned Montreal-based investment company, and sits on the CRB Foundation, the charitable organization behind TV's *Heritage Minutes*, which re-enacts key moments of Canadian history.

In Montreal, the spotlight has recently shone on Charles and Stephen, 35, who invested in the beleaguered Expos baseball club in December. With the team floundering in Montreal uncertainty, speculation has been rife that the main minority owners asked Broadbent to buy out new managing partner Jeffrey Loria. "I think as a person he would do it in two seconds," says friend Andy Nulman. "As a businessman he has to be a little more measured." *Today's Le Point* newspaper, however, reported that the Canadian owners plan to sell their shares to Loria, increasing fears that the team may leave the city. A billion-dollar thinks so his Seagram shares, Stephen devotes most of his time to his private investment company, Change SGD Investments Inc. "His business interests lie in making deals where he's going to have fun," says Nulman. "It's that simple." Or as simple as life gets for a Broadbent.

Brenda Broadbent in Montreal

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Deirdre McMurdy

Business Notes

## The trouble with BCE

**For Bill Anderson,** it was a rotten way to spend his birthday. Still, the chief financial officer of BCE Inc. had agreed to be the luncheon speaker on June 13 for TD Securities' annual telecommunications conference, which is attended by the most influential institutional investors on Bay Street. And even though the latest news about his company had emerged then, Anderson made a valiant effort to explain why the telecom giant, with no prior warning, was now reviving the value of its controversial \$1.96-billion deal to buy global voice and data carrier Teloglobe Inc. of Montreal, and at the same time, proceeding with a \$1.95-billion emergency cash injection.

One of the city's dessert spoons and the ringleader of coffee cups, Anderson fielded the pointedly querulous police questions from the assembled group. But it was after lunch, in a series of pre-arranged, one-on-one meetings with top mutual fund managers, that the gloves came off. Anderson was left alone to bear the brunt of a growing wave of investor frustration with BCE and the business strategy forged by his boss, CEO Jean-Marc

In fact, Moisy was personally responsible for the corrosive atmosphere. The previous day, while chatting informally with assembled investors at a breakfast meeting in New York City, he'd casually let slip that a reorganization of the telephone deal might be in the cards. Word travelled back to Toronto at lightning speed, and as the rumour mill began to churn, BCE was forced to issue a public statement clarifying Moisy's comments. Despite that measured retort, several complaints against the company and its handling of the incident have now been filed with the Ontario Securities Commission.

Although securities regulators throw on "selective disclosure," Canadian retail investors are pretty much accustomed to being out of the real-time loop when it comes to corporate news. While some companies have become more inclusive, allowing all shareholders and media to hear them in the ostensibly "inside" conference calls between senior management and investors, most don't. Often, it is only after seeing a change in trading volume and price that the average person realizes something's up with a stock or he/she holds.

This time over, it was the professionals who were left out in the cold. That situation was significant for several reasons. First, BCE is among the more widely held equities in Canada; it's a core position in most mutual- and pension-fund accounts. It was also a highly rated surprise, coming just as the end of the second quarter drew near. Fund manager performances are monitored and measured on a quarterly basis, and the negative impact on the news was sure to weaken their results. Although many individual investors have returned to the market, institutions remain a formida-

ble force when they turn against a stock or management team.

There's no doubt that BCE executives have had a challenging time since their decision earlier this year to spin off the company's 37-per-cent stake in Nortel Networks Corp. The rationale behind the move was to help the market more fully realize the value of all other assets under the BCE umbrella, including Bell Canada, the Sympatico Internet operation and, pending approval, the CTV network. But rather than enhancing the new, stripped-down BCE, investors who had used it as a proxy for additional leverage to Nortel abandoned it. BCE found itself saddled with a 25-per-cent holding-company discount, which reflect the wide array of separate business units in the company's control.

Moisy recently hired outside consultants to help him get a better grip on investor and media perceptions, in a bid to shake that punishing discount. He has also taken the highly unusual—and potentially damaging—step of publicly declaring a year-end target of \$50 a share for the company. Following the acquisition of CTV earlier this year and last week's profit warning from parent CEG Group, the abrupt repositioning of the share-diluting Teloglobe deal has moved BCE into the category of "show-me" stocks. In Bay Street parlance, that means some confidence in management has dissipated. Only strong, sustainable results will win back support.

**With Teloglobe**, those results may take time. So far, there's no tap on the amount of financial support BCE will provide. Few details have emerged about the nature of Teloglobe's financial problems. Analysts note that the modification to the share exchange ratio—amounting to a reduction of 5400 million—more than offset the \$150-million cash balance, but no explanation of the discrepancy has been forthcoming. The lack of support is not only an external one. Internally, BCE's board of directors seems to be grappling with many of the same concerns, including Moisy's confrontational style. Last year, for example, he started the board by scrapping the abrupt resignation of John MacDonald, the well-respected former head of New Brunswick Telephone, as CEO of Bell Canada. Moisy immediately filled that vacancy himself.

Still, Moisy has a large reserve of goodwill upon which to draw, largely because of his dramatic turnaround of Nortel Networks in the 1990s. Upon leaving Nortel to return to BCE, he had for the top job, Ronald Osborne, suddenly left the company. But Moisy deserves credit for assembling a top-notch team of executives in BCE-controlled companies, including Terry Janssen, who was recently transferred to Teloglobe; and Anderson, the devoutly loyal CFO. The Teloglobe deal is slated to close in mid-October. For Anderson, hopefully next year's birthday will be a happier occasion.

## Husky buys Renaissance

Consolidation continued in the oil-patch as privately held Husky Oil Ltd. agreed to merge with Renaissance Energy Ltd., based in Calgary. The new entity, to be called Husky Energy Inc., will be publicly traded, with 65 per cent initially owned by Husky shareholders and 35 per cent by Renaissance shareholders. Some analysts suggested that the \$2.6-billion deal provided Husky, controlled by Hong Kong business tycoon Li Ka-shing, with a way of going public without the expense of an initial public offering. The new company will become one of Canada's largest oil and gas firms.

## Changing partners

The Royal Bank of Canada scrapped up the insurance subsidiary of South Carolina-based Liberty Corp. for \$860 million. The deal is the bank's single largest acquisition in the United States. Also last week, CIBC sold its home and auto insurance divisions to Desjardins-Laurentian Financial Corp. The deal ends the Canadian eight-year experiment with the insurance business led by the old oil and gas insurance operations.

## Ranking Web stores

Many online retailers fail to meet basic standards of security and customer service, according to a report sponsored by Ryerson Polytechnic University's Centre for the Study of Commercial Activity. The study of 200 retail Web sites also found that many smaller less-well-known sites provide superior service. The No. 1 ranked site was Garden.com, while Amazon.com ranked only 60th.

## Craigslist stays high

In the face of continuing high prices for crude oil—more than \$50 (U.S.) a barrel last week—the Organization of Petroleum Exporting Countries agreed to idle production by 700,000 barrels a day. But analysts said the increase was not enough to bring down gasoline prices significantly. "World demand for oil is expected to increase by five per cent over the next six months and OPEC has agreed to limit its production to considerately more," says a spokesman.

## Royal admits fund manipulation

### The Royal Bank of Canada

of Canada acknowledged that two portfolio managers and two traders at its pension asset arm, RT Capital Management Inc., were involved in manipulating stocks. The admissions came two days after the bank confirmed that securities regulators had been investigating RT for almost a year. Employees at several major brokerage houses, including BMO Nesbitt Burns, CIBC World Markets, Sunlife Capital and TD Securities, were also questioned by officials from the Toronto Stock Exchange and the Ontario Securities Commission. The Royal said that although the effect on



Edwards' probe

the funds was small, it viewed the matter as "very serious." So far, there are no formal allegations of wrongdoing. Industry sources and RT Capital, headed by Michael Edwards, and the brokers are eager to settle the case.

The investigation raised the spotlight on the practice of "high elong," buying shares of a company in the few trading hours of a quarterly period, pushing up the stock's value at the close and el-

egitimately improving results for the whole quarter. Formerly Royal Trust, RT manages the pension funds of companies such as Air Canada, Manulife Inc. and Sunlife Canada Inc.

## Microsoft unveils the next generation

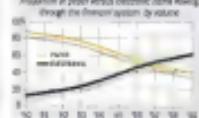
**Bill Gates,** the billionaire founder of Microsoft Corp., said he is betting his company on a new strategy aimed at integrating some of Microsoft's most popular products with the Internet and a range of devices such as personal and handheld computers and cell phones. To be called Microsoft .Net, the new venture will provide online access to software such as Microsoft Office and the Windows operating system. In his presentation, Gates ignored his most recent announcement—currently under appeal—that could snuff in the breakup of Microsoft

## Financial Outlook

**Deposit slips** are an endangered species. Paper transactions account for less than 40 per cent of all payments passing through the country's financial

system and the numbers are shrinking. Consumers now prefer to use electronic methods such as debit cards, Internet access and bank machines. "It's a huge, huge shift in the way consumers are spending," according to Genevieve Arpin of the Canadian Payments Association. Last year, \$11.8 trillion flowed through the Automated Clearing Settlement System, which the CPA operates. In the past decade, the use of electronic payment methods has grown by a whopping 360 per cent. For all the new technology, Arpin doesn't expect paper to vanish completely—just too because a lot more.

## BANKING ON CLICKS



# Raising the stakes

A move to boost the value of university athletic awards could help slow Canada's 'brown drain'

**Call it California** (daredevil). From the moment 18-year-old Texas Warhol began her all-expenses-paid trip to the University of California at Los Angeles last fall, the school's reputation can't be split at La-La-Land. They mouthed the Edmonton volleyball player down past Rodeo Drive, and took her celebrity-watching at well-known restaurants. They showed her UCLA's pristine sports facilities, and treated her with a scholarship worth \$16,500 a year. The six-foot, two-inch high-school star weighed similar offers from three other U.S. universities. But in the end, she opted for home-town University of Alberta, which has won the national women's volleyball crown for the past six years. "It had more personality up in all the money and the hype in the States," says Warhol, who same classes in September. "But in the end, I thought, 'Why not keep the talent in Canada?'"

Coaches are hoping more athletes will make the same choice following a long-debated decision on June 17 to allow universities to increase the value of athletic awards.

In a landmark move, the country's governing body for university sports—the Canadian Interuniversity Athletics Union—voted at its annual general meeting in St. John's, Nfld., to raise the old limit of \$1,500 for most awards to the cost of tuition and fees, which now averages \$3,379.

Apart from players, the biggest winner is the CIAU itself; while 48 member schools have come reluctantly close to signing over the divisive issue. Some schools have found that cutting off finite awards would repeat the sins of the United States, where the average sports scholarship is \$18,300 a year, even

though annual graduation rates for athletes are as low as 30 per cent. In St. John's, the CIAU reaffirmed its commitment to academic excellence, raising down a measure to lower the average grade that entering students need to qualify for an athlete award to 70 per cent from 80 per cent. Still, many university athletic directors believe their ranking athletic awards a little richer will help slow the so-called brown drain across the border. "There's a bubble for students," says Ian Reade, director of athletics at the University of Alberta. "This is something that our country needs and our athletes need."

Even so, not every university may decide to sign on. In Ontario, where the opposition to larger athletic awards has traditionally been strong, government funding cuts and the lifting of caps on tuition fees for many professional programs will make it difficult for some universities to subscribe to the new CIAU policy, says Darwin Scruton, chairman of intercollegiate basketball at the University of Western Ontario in London. Across Canada, schools with less financial heft could fall further behind their wealthier rivals. But often argue the CIAU decision will help level the playing field. In the past, athletes with high marks could receive combined athletic-academic awards worth my amount. Building, was reached \$9,000 a year or more, says Reade. Now, all awards will be restricted to the cost of tuition and fees.

Ultimately, some homegrown athletes will leave, no matter what universities offer. About 1,800 Canadians are con-



Warhol at Alberta: poring pride over goals

cerned on sports scholarships at U.S. universities. Not all are drawn by money; a survey completed last year for his honours degree at Waterloo's Wilfrid Laurier University, Mike McKeown, now a CIAU official, found that only 10 of the 40 athletes questioned said they would have stayed home if their Canadian school had covered tuition, as it will under the CIAU's new policy.

Still, the rewards of heading south always weigh what they are. Despite a generous aid package, hockey player Michelle Laliberte, a native of Pointe-Claire, Que., will still graduate from Vernon's Middlebury College next year with a \$30,000 debt. She says the appeal for her is the privilege of attending a prestigious, high-priced liberal arts school. "There are some great colleges in Canada," says Laliberte, 21. "But the money and support of the American sports programs is so much further ahead."

In the end, for many athletes, national pride only goes so far.

John Schaufield



Charles Gordon

## How low can we go?

In the undeterred newspaper comic strip *Betty*, the family is watching television, and Betty is saying, "Each culture finds ways to acquire wealth. Conquest, trade, theft, innovation." From the TV come the words "Final answer" and Betty says, "I believe ours is the first to rely on us."

Well, that's a good line. It's also typical of our tendency to draw sweeping conclusions about ourselves from the programs and movies we watch and the music we listen to. There is no shortage of heroes out there from which to take evidence that the decline is here and the fall is just around the corner. It's easy to see where we've got such ideas. When a television program such as *Who Wants to Be a Millionaire* develops a following, the media are quick to piggieback stories of it. The media need stories. You must remember that.

In the quest for stories, the what-does-it-mean story is a sure winner. As you know, popularity on television, therefore, means something. We the media go immediately to the experts—consultants and people in universities—if everybody likes that show, what does it tell us about ourselves? Our answer is what Betty had told us: we are using mass as a means to acquire wealth. Others will tell us something different, that we have become so obsessed by money that what we like to do is to watch people on television try to get *Who Wants to Be a Millionaire* right well show how we have won.

Or would the program that shows how far we have sunk be *Showbiz*, which is, according to apocalyptic doomsayers, about real people being crat in each other on a nautical island? Or had we already reached the bottom with all those afternoon talk shows about average hookers married to career azzholes? Two things we know for sure. First, the disease is always towards the bottom. Second, there are good motives to be had in finding ways in which we have come closer to it. Do we know much more than that? Probably not. Consider this: while the program in question may have vast audiences and provide an inexhaustible supply of catchphrases for comedians and comic strips, there are still people on our continents who have never heard of it. A rare TV audience is not the same thing as *everybody*. Recent U.S. measurements show *Who Wants to Be a Millionaire* with 16 million viewers on some nights. That's a lot of viewers, but there are 300 million people in the United States.

So the phenomenon about which sweeping generalizations are made, concerning its impact on North American civilization, is actually run by a fraction of us. Some are completely unaware of its existence. There are places in North America where people do not know that *Celine Dion* is a program. Whether they want to be enlightened or not.

Some of them even know that the Beatles broke up.

# Queen in search of a heart

Timothy Findley imagines a monarch who has lost her womanly nature

**A few years ago**, Timothy Findley was in a jet somewhere over the Atlantic Ocean, wishing ardently that he could light up a cigarette, when an unusual phrase popped into his head. The phrase was "Elizabeth Rex"—Elizabeth the King—and Findley found it intriguing enough to take it out of his forbidden cigarette and write it down on the back of the package ("but I know what it means," the writer recalls, "but I thought, 'Hey, this is interesting, whatever it means.'") As he eventually discovered, the words were the title of a play he had written years ago. On June 29, *Elizabeth Rex* opens a three-month run (to Sept. 30) at the Stratford Festival, a two-hour drive west of Toronto. A meditation on love, power, politics and sexual identity, the play comes on a fictional 1601 confrontation between Queen Elizabeth I and a young member of Shakespeare's acting troupe. Shakespeare appears, too—the first time the Bard has been portrayed at the festival dedicated to his works.

Findley, of course, is known primarily as a novelist, the author of *The Blue Room*, *Polygon* and 10 other books of fiction. But the 69-year-old author was also an actor once—in 1953 he was a youthful member of Stratford's first acting company—and in 1993 he launched his most successful play, *The Sable Lovers*, about a Canadian diplomat who must hide his homosexuality. *Elizabeth Rex* further explores the central theme of that play—the warring of the self under the stress of professional success. Elizabeth, says Findley,

"had in effect to rule England as a king, as a man. And she was phenomenally successful—she beat every king in Europe. But all that came at a tremendous emotional cost."

That cost is made clear in *Elizabeth Rex*, which Findley has shaped with the help of legendary director Paul Thompson. As the play opens, the queen (Dawn D'Andrea) is staying in one of

syphillis and has taken to the bottle to dull her pain. The two doctors they have each forsaken something of their true natures. Lowenscroft has for so long portrayed women onstage that he has forgotten his manly courage. And the queen has for so long had to act like a king that she has forgotten how to move like a woman. So she proposes a bargain to Lowenscroft: "If you will teach me how to be a woman, I will teach you how to be a man."

Findley acknowledges that this extraordinary encounter, with its blurring of sexual identities, could not have been staged in the different social climate of 25 years ago. "It would have been written off as a gay romance or a gay revenge, or some such thing, which is more squarely set." In fact, *Elizabeth Rex* has a great deal to say about all forms of sexuality, though Findley—who says he does not like to define people by their sexual orientation—prefers to think about his characters in other terms. "I remember my last conversation with Glenn Gould," the author says, recalling his friend the pianist, who died in 1982. "At that time, Glenn said to me, 'You know, the only thing that matters is that you become yourself.' And that's what I came to understand as I was writing this play. The important thing is that each of these characters becomes himself, no matter how you define manhood or womanhood. It's all a matter of who you really are."

John Bernier



*Elizabeth Rex*: the play is about characters finding their true selves.

hot smaller palaces, where she has just watched a command performance of *Madame Bovary*. Nursing by Shakespeare's troupe. But she is unable to sleep, for that very night her former lover, Lord Essex, is being put to death for treason. She wanders into the bars where the actors are staying, and falls into conversation with Ned Lowenscroft (Brett Cullen), the young actor who has just played Beatrice. He has problems of his own: he's dying of



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## Walking the plank

Kathie Lee Gifford, the tribe has spoken. In a recent TV Guide poll, viewers of the hit CBS show *Saturday Night Live*—which has 16 people against each other on a deserted island with the winner receiving \$1 million (U.S.)—voted who would get kicked off the island first in a hypothetical celebrity version. The choices were talk show host Gifford; her former partner Regis Philbin, the star of *Friends*; WWF wrestler The Rock; Canadian shock comic Jeff Greene and talkshow host Rosie O'Donnell. Forty-four per cent picked Gifford as the first to get the boot. Greene was voted to be removed (12 per cent), while The Rock and Gifford won the last at five per cent each. It appears the TV public has a love-hate relationship with O'Donnell: the so-called Queen of Nite was the second celebrity to walk the plank and voted the person most likely to return at the end.



O'Donnell, Greene (right); Jeff and Katie

per cent), while The Rock and Gifford won the last at five per cent each. It appears the TV public has a love-hate relationship with O'Donnell: the so-called Queen of Nite was the second celebrity to walk the plank and voted the person most likely to return at the end.

## Art

For Canadian artist Alex Colville, renowned for his hyperrealistic style of painting, the primary role of a creator is to establish harmony. "It is my job to make order out of chaos," he says. "So that things that don't seem to make sense do make sense." The exhibition Alex Colville: Milestones, on display at the National Gallery of Canada in Ottawa until Sept. 17, is a collection of paintings, drawings and prints spanning five decades of work that reflects his fascination with restoring order. The exhibit includes the popular paintings *Prince Edward Island* (1985) and *Couple on Beach* (1957).



To Prince  
Edward Island.  
Hyperrealistic style

Colville, who was born in Toronto in 1920, served as an officer with the Royal Canadian Navy during World War II. After the war, he moved to Ottawa and became a painter. His work has been exhibited around the world, and he has received numerous awards and honours. He currently lives in Nova Scotia.

## A washout on the Great White Way

Amber Kelsey Grammer may rule television, but he is a bust on Broadway. The multiple Emmy Award-winning star of NBC's hit sitcom *Frasier* tackled the title role in a production of Shakespeare's *Macbeth*—to blistering reviews. Many termed Grammer's performance "an empty war zone," while *The New York Times* critic called the production "blown-out." The play closed last Sun-



day after just 13 performances and a loss of \$1.5 million (U.S.). The producer reportedly vowed to close the show after its Boston debut, but Grammer, 45, put his own money into the production.

The actor can blame his appearance in the universally panned production on his third and current wife, Camille, 31. "One afternoon," Grammer said, "Kerry [as Macbeth], she called [a theatrical producer] and said, 'What do you think about Kelsey doing Macbeth?'" Now they know.

*Grammer (left) and Grammer*  
*blistering reviews for his Macbeth*

## Pop Movies

1. *Home on the Range* (\$16.2) \$11,150,000
2. *Shrek 2* (\$16.1) \$11,000,000
3. *Monsters, Inc.* (\$16.0) \$10,950,000
4. *Angels & Demons* (\$15.9) \$10,270,000
5. *Team USA* (\$14.7) \$10,100,000
6. *Mystic River* (\$14.7) \$11,120,000
7. *Monsters* (\$14.7) \$10,630,000
8. *My Women* (\$14.6) \$10,590,000
9. *Bad Day* (\$14.4) \$10,520,000
10. *Shanghai Noon* (\$14.4) \$10,520,000

Top movie box office ticket sales, as of last Friday morning, during the seven days that ended on June 16. The numbers include members of screen media showing.

Source: Entertainment Weekly



Wahlberg: *survivor of the century*

## Waterworks

Hollywood hunk George Clooney and Mark Wahlberg share screen time with a 30-metre wave in *The Prestige*. Based on a true story and the 1997 best-selling book by Sebastian Junger about the October 1911 storm that hit the New England coast—considered the fiercest in modern history—the film follows the crew of the Andrea Doria, a swordfishing boat caught in it.

## Best-Sellers

Piction	Previous Week	Week Ago
1. <i>AMERICA'S GREATEST STORIES</i> (12)	1	1
2. <i>THE PIONEER</i> (SmartHouse) (9)	2	2
3. <i>WHO BETTER TO LEARN</i> (SmartHouse)	3	3
4. <i>FORREST GUMP</i> (SmartHouse)	4	4
5. <i>THE ACCORDING</i> (SmartHouse)	5	5
6. <i>BRAD caPRe</i> (SmartHouse)	6	6
7. <i>THE PIONEER PRIDE</i> (SmartHouse)	7	7
8. <i>THE ACCORDING</i> (SmartHouse)	8	8
9. <i>MY WOMEN</i> (SmartHouse)	9	9
10. <i>THE PRESTIGE</i> (SmartHouse)	10	10

## Nonfiction

1. *WALKING WITH COUNTRY* (Hyperion) (2)
2. *THE PINE GIRL* (Hyperion) (2)
3. *MY CITY TRAVELER* (Hyperion) (2)
4. *SMALL SPACES* (Hyperion) (2)
5. *HOW TO KEEP YOUR COUCH CLEAN* (Hyperion) (2)
6. *END OF THE CENTURY* (Hyperion) (2)
7. *CHINESE LAMPS* (Hyperion) (2)
8. *FOUR SEASONS HANDBOOK* (Hyperion) (2)
9. *PEACE PRICE DAY* (SmartHouse) (2)
10. *1000 FARM RECIPES* (SmartHouse) (2)

1. *1000 Farm Recipes*  
Compiled by Brian Bellamy

## Literary geography

Montreal is the only city in the world with a strong tradition of writing in French and English, a heritage represented by Bryan Denchoffsky and Elaine Kilman Novis' *Smart Street: Milestones in the Literary Geography of Montreal*. Writer Rosalind Weller and Rosalind Weller. The setting for some 600 French-language novels in the past century alone, Montreal has also been a vital center for English-Canadian literature. The city's landscape, history and culture have been celebrated by Michel Tremblay and Hugh MacLennan, Mordecai Richler and Gabrielle Roy. Journalist at the Montreal Gazette, Denchoffsky and Novis approach the city's literary history through the so-called neighbourhoods and the writers associated with them, writing biographical sketches of Richler and Tremblay, for instance, 1940 short histories of the Jewish Quarter and the French working-class Plateau district.



STORYTELLERS  
MILESTONES IN THE LITERARY GEOGRAPHY OF MONTREAL  
By Bryan Denchoffsky and Elaine Kilman Novis  
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Allan Fotheringham

## Why do they do it?

Last week, at the solstice marking the first day of summer, the Druids and other people who bat at the moon gathered at Stonehenge in the south of England. They did the obligatory chants and wash over the huge rocks that nearly 4,000 years ago were dragged 200 km to the site from Wales. Some things defy explanation.

It must be ridiculous, at this time of the year. My old friend Betty Kennedy, a half-year from her 75th birthday, is appointed to the Canadian Senate, where the survivors must retire at 75. A journalist goes into politics.

At the same time, my old friend Brian Mulroney becomes acting CEO of Sun Media, and therefore my boss. A politician goes into journalism. It must be the sun.

This sun, of course, is going to be most disastrous to Mike Duffy, the wondrous CTV pundit, who has been seriously trying for decades to become a senator from his native Prince Edward Island, where there are otherwise not many jobs. Unless you've got red hair and play Anne of Green Gables, being female.

Since Duffy cannot qualify on either regard, not only having no red hair but no hair at all, he is not happy. He is unhappy that he actually sued *Foothills*, the Ottawa store that all politicians fear because it made so much fun of him that he argued it cost him an Order of Canada. He gets a sentence—and didn't even have to go to Stonehenge.

Another precious observer is the Betty Kennedy appointment will be the CTV's chief palace prancer Larry Zell who has mounted in print for years about his inability—among the backs, los-beans and the spooned who have made it to the Senate—to be considered. His ambition has not been helped, one assumes, by his book on the Senate, titled *Sons of the Fathers*.

Life is full of fisted chances. When Mr. Mulroney and I were still close, as leader of Her Majesty's Loyal Opposition he sent a *feeler* through a mutual friend that once in power he was going to send your humble agent to Rome as Canadian ambassador. Said humble agent, dredging up all his dignity and principles, sent back the message that no self-respecting journalist would ever consider such an offer.

Well, the humble agent has since been several times to Canada's ambassadorial digs in Rome. Viewing the hot-and-cold running servants and maids, the pool, the tennis

courts, the acres of flowers and trees, the principled journalist sometimes thinks that was the worst decision made since the time I backed Manitoba premier Duff Roblin, orsores, for prime minister.

When longitudinal and long brother Dalton Camp forced the erratic John Dietrichsler into a leadership contest, he first went to Winnipeg to attempt to recruit Roblin as his prime candidate. The premier dithered and dithered and couldn't give an answer.

An irate Camp then named as Nova Scotia premier Robert Stanfield Camp thought—as he later wrote—"he will be a hard man to get elected, but once elected they'll never get him out."

Which is all true, of course, and which is like saying that if Napoleon had had nuclear tubes well all by now he speaking French. Roblin, too late, finally entered the race and finished second.

I finally met Roblin just a few years ago and apologized to him since, having a record of predilection unblushed by success, any backslid had obviously passed him. "No reason for my apology," he replied. "I know the person who killed my chances. I meet him in my sleeping room every morning." (Daggers.)

Who knows what makes people make political decisions? Nur to mention marriage ones, or divorce ones? All the psycho-babble experts think Hillary Clinton is running for senator in New York to get even with Bill for Monica and use the spot for her visit to the White House itself. As the English say, if my aunt had bulls she'd be my uncle.

*Jean Charest* is packing up his spurs in the Senate with soon-to-retire figures so as to get his clunky bill through Parliament. Just as Brian used a similar tactic to get a precious piece of legislation—the GST—through the red chamber.

One man with intense friend Berry's maddest speech since, with his impeccable research, she will undoubtedly know of George-Claude Desaulniers. Appointed in 1987 at age 79 when senators were in their 40s, he died in '93 with his boots on, having spoken only twice—once when he was inducted, the second when he was given an ed portrait on his 100th birthday.

Some wise man once said that any journalist who wants to be a politician is like a jockey who wants to be a horse. I'm sure both Betty and Brian will be amused by that.

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AROUND THE WORLD  
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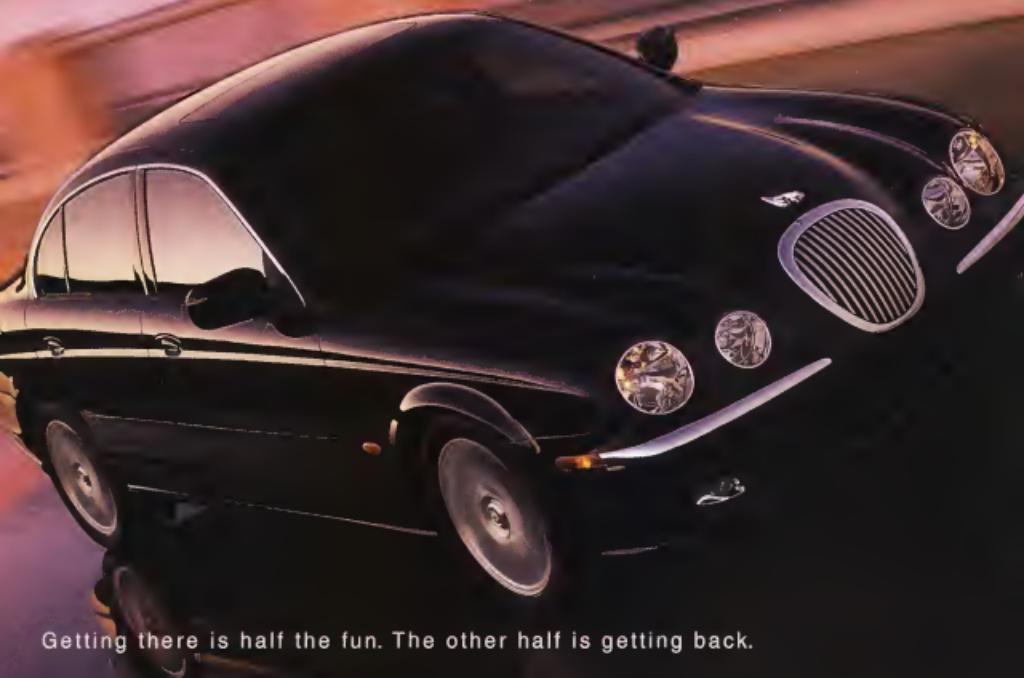
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